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# Reforming FAO INTO THE NEW MILLENNIUM

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## Foreword

In recent years, global events have brought into focus the United Nations system as a whole, altering the general perceptions of its role and prompting reform. It was against this background that a review of FAO's programmes, structure and policies was initiated in early 1994. The review paved the way for a comprehensive and ongoing reform process, intended not only to adapt the Organization to the changing external environment but, above all, to enable us to assist our Member Nations more effectively.

The reform process has been dynamic and sustained, benefiting from extensive consultations with FAO's stakeholders and other international organizations, from opinions expressed by development experts at numerous meetings and from discussions with FAO staff. In embarking on such a formidable task, consideration was given to the strengths and achievements that the Organization had built up over 50 years of operation as a center of excellence for agricultural and rural development, as well as to the constraints encountered in fulfilling its mandate.

Reforming FAO: into the new millennium presents the principles that have been followed, detailing the measures taken and the results achieved to date. The major surgery carried out on FAO's structure, governance mechanisms and operational and financial procedures has lent a much greater degree of coherence to our wide-ranging and multidisciplinary activities. Considerable progress has been made in improving the planning, coordinating, monitoring and auditing of FAO's action in priority areas. At the same time, a concerted effort has been made to cultivate constructive partnerships - within the intergovernmental community and with civil society - that contribute to the Organization's lead role in achieving global food security, and hence to the successful accomplishment of its mission. Finally, the reform process has led to a strategic vision for the future, documented in The Strategic Framework for FAO: 2000-2015, the corporate blueprint that defines our core objectives and strategies as well as providing a timetable and methodology for their implementation.

The guiding theme of reform has remained "food security", and this has ensured continuity of purpose as well as consistency with the mandate set out in FAO's Constitution. The process has focused on the Organization's dual role, clarifying the distinction between its normative and operational activities with a view to optimizing efforts to secure "food for all" as the common development goal of all Member Nations.

Effective development is achieved through improvements in the production and distribution of food and agricultural products, including greater access to supplies and higher nutrition levels and living standards of all people. I believe the reform process has greatly enhanced FAO's capacity to work towards this goal and to succeed in its mission: "Helping to build a food-secure world for present and future generations".

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Jacques Diouf

## Preamble

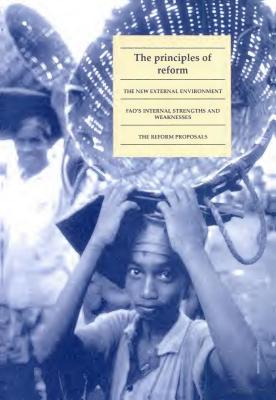
Dr Jacques Diouf was elected Director-General of FAO for a six-year term, beginning in January 1994, at a time of great change and high expectations. Accordingly, he was charged with the task of preparing FAO to face the challenges of a post cold war era.

In 1997, FAO published an interim document entitled Reforming FAO: the challenge of world food security. This reviewed the measures taken by the Organization to improve its efficiency and effectiveness, decrease costs and ensure the relevance of its work to the needs and expectations of Member Nations.

The present document complements the 1997 edition and extends the analysis to cover the initiatives taken and the changes made in key areas of the Organization over the 1994-1999 period. The information and analysis presented here reveal that the past six years of reform have resulted in a leaner, fitter and more focused organization. In partnership with Member Nations and civil society at all levels, a transformed FAO continues to strive towards the difficult but vital goal of universal food security. FAO is now better prepared for the challenges that lie ahead and is entering the new milliennium with confidence. Nevertheless, the Organization needs to consolidate the changes made and to explore new opportunities for implementing its mandate better and for activity, in particular, the goals set by the 1996 from Declaration on World Food Security and World Food Summit Plan of Action as well as, 2019-2015.

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## The new external environment

FAO's reform is grounded in the trends and changes that are sweeping the global political and economic scene. While the trend towards more open and market-oriented economics continues, many countries, together with the international community, are also confronted with issues that cannot be fully addressed by market forces. These include:

- the security and stability of socioeconomic systems, as witnessed in the incidence of recent conflicts and financial crises:
- non-economic concerns, including environmental sustainability and safety issues:
- technologies undergoing rapid developments, particularly in the areas of information, communication and biotechnology; and
  - the increased audience and role of nongovernmental groups, whether profit- or non-profit-making, national or transnational.

These developments have a direct bearing on FAO, a worldwide intergovernmental organization and part of the United Nations (UN) system which is, itself, redefining its role and undergoing reform following the collapse of a bipolarized and confrontational international system.

Successfully reforming FAO has demanded a Clear understanding of this new environment, which will affect the Organization's operations in the years hased as well as its capacity to contribute to the overarching aims of achieving food securily for all. With regard to the changing global context, several salient factors are worth notine:

Transformation of the international economic system. Since the establishment of the World Trade Organization (WTO), trade and financial markets have become increasingly integrated and, concomitantly, regional and subregional trading



arrangements have multiplied. International agreements are burgeoning as countries recognize the need for greater discipline and cooperation in addressing common issues. Such developments reduce the range of domestic policy options, and many developing countries are having to make difficult choices without the capacity to assess fully the possible options and their consequences. The application of internationally defined rules and mechanisms - of an increasing scope and technical sophistication - now requires countries to have more knowledge and analytical capacity in the legal, technical and economic aspects of diverse and complex matters.

Changes in international finance. International financial flows to development have undergone dramatic

transformations and their erratic performance has occasionally led to severe economic shocks. Private financial flows. have become the main source of development finance, but market forces have tended to concentrate these flows on a handful of countries and sectors with higher prospects for returns. In turn, official development assistance (ODA), which represents the critical source of finance for the remaining countries and sectors, has been on a steady decline, raising the risk of divergence between the world's wealthier and poorer economies. Agricultural development and support to food security in the low-income food-deficit countries (LIFDCs) are among the areas to have been most severely affected by reductions in ODA.

Non-exonomic concerns. Over the past who decades, many governments have pursued market-oriented policy reform and structural adjustment. Economic policy reform has often been accompanied by negative effects and high levels of risk, particularly for the poorer population groups, and this has serseed the social fabric beyond reasonable limits. Increasing recognition is given to the fact that market forces are not adequate for tackling some areas of concern, such as food security, areas of concern, such as food security.

environmental and safety issues and, more important, poverty.

Changing consumer demands and

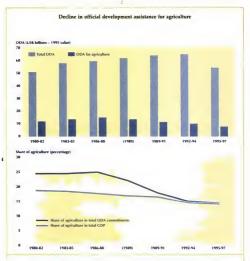
unbanization. While world food supplies are growing overall, there have been shifts in demand. In many developing countries, cities account for a rapidly increasing share of the population, which has major implications for food and agriculture both in rural and perl-urban areas. Consumer demand is diversifying more towards processed, convenient and sale products, while access to lood in becoming more to applie the couple through matter way calls for a reoppraisal of urban-trust way calls for a reoppraisal of urban-trust linkages, food security and social sability.

Growing pressure on natural resources. The sustainability of development activities is being challenged on many fronts. Both propulation and economic; growth can have adverse environmental and ecological consequences, resulting in even greater pressure on the world's natural resource base. The main challenge is to increase lood production to meet hereds of a growing population without the attenting the the availability and quality of its forest, intolered to the propulation of the propulation without propulation without the attenting the the availability and quality of its forest, intolered. Such advater resources.

Technology and information gap. Rapid scientific and technological advances, particularly in biotechnology and electronics, may widen the prevailing gap between developed and developing courties. The international implications of such developments are compounded by the issue of intellectual property rights to information gap between producers and consumers also widen as food chains become more complex at the processing and trading tagges, threely naising concerns prompting calls for greater transparency and precaution.

Persistence of poverty and food insecurity.
Despite increasing global food supplies, too
many people continue to suffer from food

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The principles of reform



insecurity, particularly in LIPOCs. While the number of undemonthed people has decreased by 40 million since 1990-1992, a closer look result with the properties of the has resulted from reductions in only 37 countries, toalling almost 100 million people. In another 59 countries across the developing world, the number of hungry people has actually increased by almost of million. In addition to the hundreds of millions and suffering from undemountshment, various of the form of malhuritini and lest an various of the form of malhuritini and lest an various of the form of malhuritini and lest an various of the form of malhuritini and lest an various of the form of malhuritini and lest an various of the form of malhuritini and properties. unacceptable proportion of the population. In a world where the population is growing by about 80 million each year and is likely to reach 7.3 billion by 2015, widespread food insecurity remains a major obstacle to development and a top priority for action.

Relationship between security and food insecurity. The World Food Summit Plan of Action explicitly recognized that a peaceful environment is a fundamental condition for the attainment of sustainable food security.

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More recently, a report by the International Peace Research Institute, entitled To cultivate peace - agriculture in a world of conflict, identified the strengthening of agriculture in developing countries where it is the predominant economic activity as a prerequisite for development and, ultimately, for the reduction and/or prevention of conflicts that lead to warfare. The same message is evoked in an article by the former United States President limmy Carter (The International Herald Tribune, 17 June 1999), stressing the fact that agricultural development and access to food are not only technical, economic and ethical issues but are also at the root of peace and security.

Increasing number of food emergencies. Food and agricultural emergencies have multiplied over time as a result of natural disasters, such as droughts, fires, floods and pests and diseases, and disasters caused by human action such as war and internal conflict. Unforeseen disruptions to economic systems can also result in emergencies that have similar adverse impacts on local populations. The people most severely affected by disasters are often those living in rural areas, but the disruption of agricultural and food systems can have serious consequences for both rural and urban populations, and it is generally the resource-poor who are most vulnerable. •

## FAO's internal strengths and weaknesses

reform of FAO was necessary not only in response to the changing accommodate changes in the Organization's internal environment. Attentions have been seeking a wider range of Organization's resources and capable Organization's resources and capable Organization's resources and capable objects of the organization's resources and capable objects.

When proposing the reform in June 1994, the Director-General explained that it was intended to put FAO in a better position to serve its Member Nations by restructuring the Organization, refocusing its priorities, increasing its global outreach, improving resource management and enhancing its

efficiency,
Against this background, the strategy
adopted was to build on the strengths of the
Organization and to identify and overcome

- The confidence that Member Nations have in the Organization's experties and experience in working towards the goals of its mandate; its ability to take a global view of problems; and its capacity to identify and argue for common solutions, independently of specific ideological or national perspectives.
   Together with its extensive field office
  - organization's worldwide networking capacity – based on direct links with government departments, academic and research institutions and other national and international bodies.
- The unique blend of operational and normative experience of the Organization's staff, dedicated to the cause of multilateralism in line with the principles of the International Civil Service
- The technical assistance that the Organization offers to countries, without



## Reforming FAQ, into the new millennium The principles of reform

commercial or political bias. To provide governments with the support they need, FAO relies on the basic competence and specialized expertise of its core staff as well as highly qualified external experts – drawn from an extensive corporate roster – all equipped with the necessary technical, managerial and linguistic skills. Despite these strengths, an objective

Despite these strengths, an objective analysis of FAO's first 50 years had revealed certain lacunae and weaknesses that meeded to be addressed in the reform meeded to be addressed in the reform fragmented and diffused organizational structure prevented the Organization from concentrating on key areas and detracted from its ability to achieve high-quality results. There was a need to set clearer priorities, to incorporate cross-accitoral issues such as gender and people's uses and to clarify the complementainty of its normative and operational activities. FAO was too centralized, with a large proportion

of staff based at headquarters and therefore remote from the complex problems experienced in the field. The Organization was inadequately prepared for delivering services to its members in a cost-effective way because of its centralized and bureaucratic procedures and resistance to change, including the adoption of modern office and communication technologies and new approaches to human resource management.

There was also insufficient recognition of how national management capacities in agricultural development had evolved, and the Organization was falling to take advantage of local expertise and human resources to improve its effectiveness through capacity building and cost reduction. Substantive dialogue was lacking among Member Nations and between the Member Nations and ACAS Secretariat. Moreover, the planning process was limited to the two-year budget cycle and a fouryear through the lacked strategic vision. •

## The reform proposals

In May 1994, the FAO Council considered the proposals put forward by the Director-General after his review of the Organization's programmes, structure and policies, as authorized by Conference Resolution 10/93. The Council approved the proposals, which consisted of:

- changes in organizational structure;
   new policies, including the
- new policies, including the implementation of progressive decentralization;
- shifts in programme priorities. •





## Restructuring

To enable FAO to fulfil its mandate better and contribute effectively to security—a goal conveyed by its slogar foot significant of the enable of the contribute of the contri

#### DEFINING FAO'S DUAL ROLE

To start with, a clear distinction was made between normative and operational activities in the technical departments. In particular, to improve the coherence of services provided to Member Nations while also strengthening their country focus, the Development Department was transformed into a new Technical Cooperation (TC) Department. This department serves as the hub for operational work, provides policy advice, implements field operations, manages FAO's Technical Cooperation Programme (TCP), provides investment support services through its Investment Centre Division (TCI) and mobilizes external resources. Within the TC Department, a Policy Assistance Division (TCA) was created to provide Member Nations - at their request - with policy advice related to national development policies, programmes and strategies in the agricultural and rural sector. In cooperation with other external partners in development, TCA assists Member Nations in the formulation or reformulation of policies and strategies aimed at creating a favourable economic environment for food security and agricultural and rural



#### Reforming FAQ, into the new millennium The reform and its results: 1994-1999

development and at ensuring that agricopment and at ensuring that agricopment ending the provided as partial programmes. Policy training is also provided as part of national capacity building in the field of policy analysis and formulation. To ensure the coherence of services provided, the Organization has a mechanism whereby all its interventions in a given country are organized within a programming framework.

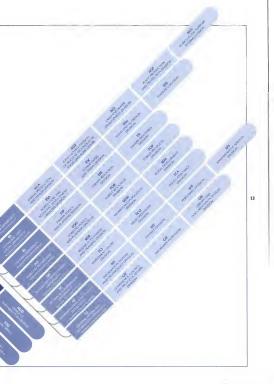
FAO cooperates with multilateral and bilateral assistance agencies, the private sector and non-governmental organizations (NGOs). Within the TC Department of TC Department (NGOs) within the TC Department of TC Department of The Top Partment of Top Partme

In response to the need to concentrate on issues of sustainability and to follow up on the United Nations Conference on Environment and Development (UNCED). FAO established the Sustainable Development (5D) Department. Formed from existing units in FAO's Agriculture and Economic and Social Departments, this new department combines expertise in gender and population issues, natural resource management, research and technology, extension and communication, human and institutional resources, and people's participation, making it a unique organizational resource for normative work in sustainable development.

Within the Economic and Social (ES) Department, in line with the priority set by the FAO Council on policy advice, the Agriculture and Economic Development Analysis Division (ESA) was established in 1995. It provides a focal point for economic and policy research and analysis, thus strengthening the Organization's normative functions. In collaboration with academic and research institutions, the division contributes to the generation of global knowledge and scientific thought concerning agricultural development and social issues. Through sector policy analysis and project appraisal methodologies. ESA also ensures a greater integration of concepts related to the environment, hunger and food security. It focuses on multidisciplinary analyses of agricultural and rural development programmes and projects, the role of agriculture in the development process and comparative agricultural development at the country and regional levels. Also in 1995, the Office for Coordination

of Normative, Operational and Decentralized Activities (OCD) was set up to facilitate the functioning of decentralized structures and ensure adequate substantive and administrative interaction between all geographical levels of the Organization.

The General Affairs and Information (CI) Department underwart a major restructuring, with the introduction of new technologies and more emphasis on external contracting for translation and publishing, A resulting fevelopment in the area of corporate communication was the major renegalization of the Information Division (GII) in late 1998, which consolidated the former puess, fadio and television branches into a single Medievon branches into a single Medievon translation of the Information of Information Information of Information Information Information Informati



### Decentralization

he decision to pursue a policy of further decentralization was based on three objectives:

• to bring the Organization's technical

- to bring the Organization's technical and operational expertise much closer to those countries and regions where the need is greatest:
- · to reduce costs; and

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 to make the best use of national capacities, which had increased substantially over the last decades.
 Decentralization prompted the Organization to find a new balance

between competing requirements. The objective of moving technical expertise closer to where it was needed had to be balanced against the need to maintain a critical mass of expertise at headquarters so as to uphold FAO's role as a centre of excellence. This meant delegating authority to officers at decentralized locations while

retaining adequate control and stewardship of resources and transparent reporting lines to senior management and the Organization's governing bodies. It also entailed relocating and retarning staff, but keeping reorganization costs to a minimum keeping reorganization costs to a minimum keeping reorganization costs to a minimum the availability of highly specialized expertise as well as facilitating interdisciplinarity as and when required, in view of these considerations, the process of decentralization was progressive and included the following components:

#### STRENGTHENING THE REGIONAL OFFICES

The first step was to strengthen the existing Regional Offices in Accra, Bangkok, Cairo, Santiago and, to a lesser extent, the Rome-



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Reforming FAO: into the new millennium The reform and its results: 1994-1999

#### FAO's network of decentralized offices



based Regional Office for Europe. A number of functions of direct relevance to the respective regions were transferred to Regional Offices, including policy assistance, field programme development and most technical support services for ongoing projects. The Regional Offices also took on full responsibility for organizing Regional Conferences and meetings of other regional bodies. It proved more effective to undertake these activities from within the region than from headquarters. as the competent officers in Regional Offices can react to requests from the various parts of their region more quickly and more cost-effectively. Furthermore, the cost of support staff is generally much lower at Regional Office locations than at headquarters.

To allow the Regional Offices to undertake their new functions, a number of technical, policy and programme officers' posts were transferred to these offices in the course of 1995 and 1996, mainly from headquarters but also from FAO's former Joint Divisions with the regional Economic Commissions of the UN (these have since been replaced by other cooperative arrangements. Professional staff in Regional Offices were organized into technical groups, corresponding to each of the technical departments at houdquarten, and into a Polity Assistance Branch. To ensure that activities at the regional level are fully integrated within the Organization's corporate programme and are the required quality, Professional officers in the Regional Ciffices are selected by their respective papered division at ones their annual programme of work and ensures the technical unality of their custous.

Regional Representatives, together with their Deputies, are responsible for the management of their office, providing managerial and administrative leadership as well as ensuring interdisciplinarity in the preparation and implementation of programmes of work. To this end, they are delegated a substantial degree of authority, An internal Auditor, reporting directly to the inspector-General at headquarters, has been outposted to each Regional Office.

The Regional Offices have also been

provided with the following essential tools and means:

- Electronic communication and information systems facilities, allowing Regional Officers to share information with each other through a local area network, and with headquarters through a wide area network. These were installed as part of the communication infrastructure project described in the section Modern office and information technology, p. 57.
- Support staff, through a major recruitment and training effort.
- Clear instructions and guidelines, through the review of administrative and financial procedures, described in the section Replacement of administrative
- and accounting systems, p. 57.
- Sufficient office space, with support from the host country. In Accra and Santiago, new premises were required, and these were generously provided by the Governments of Ghana and Chile.

#### ESTABLISHING SUBREGIONAL OFFICES

Five Subregional Offices were established to assist clusters of countries that share is milat problems and are located far from their Regional Office. After estensive consultation with the Member Nations and the host countries concerned, new Office were set up in: Harare (Zimhabwe) for Southern and East Affice; Apia (Samoa) for the Pacific Islands, Bridgetown (Barbados) for the Carbboar, Tunis (Tunisia) office the Carbboar, Junis (Tunisia) office the Carbboar, Junis (Tunisia) of the Carbboar, Junisia (Tunisia) of the

To minimize costs, all Subregional Offices, except in Central and fastern Europe, were established in countries where FAO Representations already existed. Each Subregional Office is composed of a small, multidisciplinary team or technical officers, geared to the requirements of the subregion, and of a Policy Assistance Unit. As in Regional Offices, these technical officers work under the managerial and administrative leadership of the Subregional

Representative. Their parent division at headquarters is responsible for their selection and for ensuring the technical quality of their work.

#### DECENTRALIZING OPERATIONS

After the initial stage, it became evident that it would be more effective to decentralize most of the Field Operations. Division (TCD) to the Regional Offices – so as to create synergies and ensure that Technical Offices, Policy Assistance Officers and Operations Officers could work on Field projects as a team, during both the preparation and the implementation stages.

This aspect of decentralization was progressively implemented over approximately two years, surings with the creation of an Operations Branch in Bangkok, in September/October 1996, and followed by the opening of Operations Branches in the Regional Offices in Sartiago and Carlo during 1997 and in the Regional Office in Acrca in early 1998. Interruptional and mengency projects the opening of the

#### IMPROVING LINKS AT THE NATIONAL LEVEL

Along with the expansion of expertise in the Regional and Subregional Offices, the following steps have been taken to make FAO Country Offices more effective by improving linkages with developing Member Nations while at the same time reducing costs.

 A more selective approach is being adopted in the recruitment of FAO Representatives (FAOSA), with priority being given to candidates with advanced academic training and adequate professional experience in agricultural development or related fields. This will enable the Organization to provide high-level policy advice directly to governments and to provide directly to governments and to provide

- leadership in food and agricultural policy matters within the UN Resident Coordinator System.
- Colonia with the Organization's policy in sine well the Organization's policy in sine well the organization with key partners, FAORs have been encouraged to increase their contacts with the Ambassadors of Member Nations as well as with representatives of funding institutions and civil society organizations, such as the relevant committees of national parliaments, departments of commerce and
- agriculture, universities, the private sector and NGOs.
- sector and NCAS.

  1 The internationally recruited Programme Officers, previously assigned to Country Offices, have been replaced by National Professional Officers (NPOs), who have similar, and sometimes better, qualifications and are employed under local salary scales. With their knowledge of national conditions, NPOs enhance the content and impact of FAO's programmes.
- The General Service staffing structure of

#### Distribution of budgeted posts' (all categories) before and after decentralization and restructuring

Location	Calegory	No. of posts in January 1994 <sup>2</sup>	No. of posts in December 1999	Increase/ decrease
Country Offices	International Professional and higher categories	155	92	-63
	National Professional Officers	0	65	+65
	General Service	687	606	-81
Liaison Offices	Professional and higher categories	8	17	+9
	General Service	21	24	+3
Regional Offices, Subregional Offices and Joint Divisions	Professional and higher categories	138	264	+126
	General Service	225	338	+113
Decentralized offices	Professional and higher categories	301	438	+137
	General Service	933	968	+35
Headquarters	Professional and higher categories	1 166	957	-209
	General Service	1 693	1 146	-547
All locations	Professional and higher categories	1 467	1 395	-72
	General Service	2 626	2 114	-512
	TOTAL	4 093	3 509	-584
			(Percentage)	
Percentage of posts decentralized	Professional and higher categories	21	31	+10
	General Service	36	46	+10

To facilitate comparison, the figures include all budget sources, i.e. Rogular Programme as well as other funding sources. 3 Pollu-2P Programme of Work and Budget base, which estated the 1994-99 budget in terms of the new programme retructure. 1994-99 Programme of Work and Budget (approved), including posts filled as the level of Deputy and Assistant Director-General (ACK) all previous.) all Country Offices has been reviewed and rationalized, allowing the

- elimination of 81 posts.

  The number of countries with which the Organization maintains links through the accreditation of an FAOR residing in a neighbouring country has been increased, from 26 in 1994 to 30 in 1999
- A National Correspondents scheme has been established for those countries where the Organization cannot assign an FAOR to reside in the country. National Correspondents are senior civil servants who devote a certain percentage of their time to assisting the Organization with a number of liaison functions. They are jointly designated by the Member Government and EAO and are allocated a limited budget to cover some operational costs. They also receive a modest salary supplement. As of October 1999, some 20 National Correspondents had been appointed out of a planned total of 35.
- The Small-scale Facility was set up in September 1998 to help FAORs obtain short-term but essential technical advice, which usually cannot be funded from other sources. With this facility, which permits the engagement

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of local consultants for short periods, the responsiveness of FAORs to the needs of governments has increased.

#### GLOBAL IMPACT OF DECENTRALIZATION

In January 1994, out of a total of 4 093 posts, 2 859 were based at headquarters and 1 234 430 percent were based in decentralized locations. Less than five years later, the Organization's total number of established posts was reduced by 584 (14 percent).

However, this global reduction conceals the completely new shape of the Organization, since 756 posts were abolished at headquarters and 79 in Country Offices, in contrast to the other decentralized offices which have had their total establishments increased by 251 posts overall. In particular, the number of Professional staff at the regional and subregional levels nearly doubled. As a result of these changes, the proportion of decentralized posts has increased from 30 to 40 percent: 31 percent of posts in the Professional and higher categories and 46 percent of General Service posts have now been decentralized.

## Modern management

#### PLANNING

In accordance with the Director-General's proposals to strengthen the strategic management of the Organization, a long-term planning framework was envisaged in addition to the six-year Medium-Term Plan and the biennial Programme of Work and Burdeet.

In September 1997, the Programme and Finance Committees considered a comprehensive proposal for the formulation of a Strategic Framework, with a time horizon of 10 to 15 years. In November horizon of 10 to 15 years, In November 1997, the FAO Contenerce adopted Resolution 697, Strengthening the FAO 2000 Project, placing particular emphasis on the need for broad-based consultation of a Strategic Framework. During the proposal that Globert widel-pareire process that Globert widel-pareire consultations were held, not only with FAO's membership but also with partners and among staff. Successive drafts of the man among staff. Successive drafts of the produced and examined in 1998 and 1999 by the Programme and Finance Committees and the FAO Council, and by the Committees on Commodity Problems, Agriculture, Fisheries and Forestry as well as ministerial meetings on fisheries and forestry. This culminated in November 1999, when the FAO Conference approved the final version of The Strategic Framework for FAO: 2000-2015.

The Strategic Framework, to be revised approximately every six years, has been designed to establish a longer-term perspective for FAO's work and indicate the Organization's mission and vision as well as its strategic objectives. The Medium-Term Plan, to be updated each biennium,



identified into a coherent, six-year programme of work and defines the subsidiary objectives and outputs. Finally, the Programme of Work and Budget covers the resource implications and implementation details for a two-year time slice of the Medium-Term Plan.

#### COORDINATION

Modern management tools have been crucial in improving the Director-General's capacity to coordinate the work of the Organization efficiently and effectively. Senior Management Meetings have been held regularly since 1994, chaired by the Director-General or, in his absence, the Deputy Director-General, Participants include the Deputy Director-General, all Heads of Department and the Directour de Cabinet, who consider important policy issues prior to their eventual discussion at the larger Programme and Policy Advisory Board (PPAB), Comprising all Division Directors and chaired by the Director-General, the PPAB generally meets monthly. The Senior Management Group also examines urgent matters that cannot wait for the next PPAB session as well as matters that are not suitable for discussion by such a large group. To date, the Director-General has chaired about 80 Senior Management and 50 PPAB meetings.

In 1999, the Senior Officer Information Forum (SOIF) was established for the dual purpose of focusing the PPAB agenda on policy issues and creating a forum for disseminating information on FAO's current activities to all Division Directors: SOIF meetings are chaired by the Deputy Director-General.

## Fora for internal information exchange

To ensure adequate discussion of corporate issues and to provide a forum for information exchange and interaction, permanent horizontal committees or groups have been introduced within FAO. The aim is to prevent situations where individual services or divisions diverbox activities and projects in isolation from others—limiting three-leves to their corn of consultants—and thus still to their corn of consultants—and thus still to their corn of consultants—and thus still to multilificial plinarity. Since limitary 1994, or multilificial plinarity. Since limitary 1994, or multilificial plinarity. Since limitary 1994 and groups of this type have been established and/or revised as part of a system in which FAO projects, programme perposals and activities are no longer relegated to single divisional programmes but, instead, result from interdisciplinary collaboration, the committees and groups are currently as follows:

Special Programme Joint Committee (SPIC), Special Programme Policy Committee (SPPC) and Special Programme Implementation Committee (SPIC). Arrangements have been made at headquarters to ensure constant multidisciplinary monitoring and regular evaluations of the Special Programme for Food Security (SPFS), both at the overall programme level and at the country level. The Joint Committee, chaired by the Director-General, ensures the overall coordination of the Special Programme, oversees its implementation and monitors its progress. The Policy Committee is responsible for overall policy guidance and the Implementation Committee is responsible for overseeing all operations from project preparation to evaluation and

impact assessment.

EMPRES Steering Committee. This Committee provides policy guidance and facilitates decision-making on substantive and operational matters relating to the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (EMPRES). It monitors overall progress, reviews the general orientation, scope and approaches of EMPRES, including environmental concerns. and oversees coordination between EMPRES and EAO units as well as between EAO and its external partners. The Committee is chaired by the Director-General and comprises Assistant Directors-General (ADGs) and Directors from relevant Departments and Divisions of the Organization.

Emergency Coordination Group. With the significant restructuring that the UN's interagency humanitarian coordination mechanisms have undergone over the last two years, FAO has been called on increasingly to participate in coherent and systematic UN responses to complex emergencies.

In order to enhance FAO's institutional capacity to respond to increasing demands for humanitarian assistance, the Emergency Coordination Group (ECG) was reorganized and strengthened in 1999. In addition to an expanded membership, representing the Organization's multidisciplinary expertise, the ECG's revised mandate covers a broader scope of issues related to prevention and preparedness. Its new terms of reference include: ensuring coherent preventive action and a systematic response from all the concerned units within FAO. and maintaining a high profile and strong voice in interagency consultative fora for emergencies; convening in the event of large-scale natural disasters and humaninduced emergencies or economic crises and ensuring that coordinated action is taken; arranging for action plans to be prepared for each stage of the Organization's interventions and monitoring activities; and identifying appropriate measures with which to strengthen FAO's capacity for resource mobilization

Committee on Ethics in Food and Agriculture. To ensure that the Organization keeps abreast of the increasing public interest in the ethical issues related to food and agricultural technologies, this internal Committee was established in 1998 at the ADG level and is chaired by the Deputy Director-General, It is assisted by a Subcommittee of specialist staff, and an external Panel of Eminent Experts on Ethics in Food and Agriculture is to be established in 2000. The Committee. Subcommittee and Panel will consider a range of technical issues, including the ethical dimensions of natural resource use and of new technologies such as genetically modified organisms, and will advise the Director-General on ethical

questions in relation to food and agriculture.

Interdepartmental Committee on Women in Development. This Committee was established to ensure the continued and effective development and coordination of activities in the context of the revised FAO Plan of Action for Women in Development. Among other tasks, it coordinates, provides policy guidance and facilitates decision-making on normative and operational matters relating to women in development. It does this mainly by monitoring progress made in the implemention of the Plan of Action at headquarters and in the field. In addition, it periodically assesses the overall

results and impacts of the Plan and reports

back to the PPAR and the Senior

Management Group.



FAO is intensifying its efforts to assist Member Nations in inspecting the role and status of rural tromen

Cappacte Communication Committee.
Privro 1994, FAO and no clear
mechanism for defining key carprate
messages for communicating them
effectively to the general public and to
making the second of the communicating them
effectively to the general public and to
major targest underces such as policymulers, researchers, NCOs and the necia.
Furtherrome, kernical departmens
planned and badgeted for publications,
but not necessarily for publications,
but not necessarily for publications,
to the communication products.

To redress this situation, a Corporate Communication Policy and Strategy was formulated. It hinges on a crossorganizational planning process and encompasses all communication activities.

Information Management and Technology Committee. In 1982, the Organization established an interdepartmental forum called the Information System and Resources Committee (ISRC) to ensure effective computer usage and the coordinated development of information systems. Since then, there have been significant developments in computer and communication technologies, mostly driven by the emergence of the Internet, and the focus has shifted away from the technology and more towards the management of information. In recognition of the strategic importance of these developments, the Information Management and Technology Committee (IMTC) was set up to replace the ISRC in 1999. The IMTC is chaired by the Deputy Director-General and its members include all ADGs and Directors of the divisions that are most directly concerned with information management and technology, including OCD which also represents the Decentralized Offices. The IMTC is a policy and coordination group. assisted by two subcommittees, one dealing with information management and the other with information technology. Each subcommittee advises the IMTC on policy matters and serves as the Organization's interdepartmental forum for discussing and coordinating projects and activities.

World Food Day/TeleFood Policy Coordinating Committee and Operational Committee. The Policy Coordinating Committee, chaired by the Director-General, provides policy guidance and



FAO Ambassadors (from left 2 Der Dee Bridgewater, Gina Lollobrigida, Musam Makeba and Rita Levi-Montalcmi

direction, including overall orientation and veryly priorities, or matters related to the World Food Day/feleFood Programme. The Operational Committee monitors and reports regularly on the immittee monitors and reports regularly on the programme activities in individual countries and inguistic country groups; identifies problem areas and defines appropriate responses; and submits specific issues for consideration by the Director-General.

Advisory Committee on Occupational Health and Safety, This Committee advises the Director-General on matters relating to the health and safety of staff blot at the health and safety of staff blot at the health and safety of staff blot and and reviews person to potential hazards and serious or frequent accidents as well as analysing patterns of service-incurred accidents, litnesses and deaths. Advice is then given on measures to improve the safety of working methods and procedures and the exponenties of workplaces.

Investigation Panel for Sexual Harassment. In accordance with recommendations made by the UN Administrative Committee on Coordination (ACC), in 1996 the Director-General approved a policy on the prevention of sexual harassment in FAO, including procedures for dealing with complaints of sexual harassment. The Panel is composed of three staff members, appointed by the Director-General after consultation with staff representatives. Members are appointed for two years and serve in their personal capacity. The Panel conducts its own investigations, including interviews with the complainant, the alleged offender, and any witnesses or others who may be able to provide relevant information.

#### Ad hoc meetings chaired by the Director-General

Despite his heavy travel obligations, the Director-General has continued to maintain close contact with headquarters staff by holding ad hoc meetings, 5ince 1994, he has held about 500 group meetings and about 900 individual meetings with staff members for specific purposes. Topics have included major decisions made by the FAO Conference, the impact of decentralization and restructuring, and the Organization's response to the emergencies in Rwanda and, more recently, Kosovo Province. In both of these emergency situations, the staff's response to the Director-General's appeal for volunteers to assist in the field was extremely encouraging.

#### TRAINING

An essential part of the reform in FAO's management syle has been the Director-General's strong emphasis on staff training. Most staff members have had to adapt to a number of changes as a result of reform, including new functions, new tools and methods of work and, often, new duly stations. Consequently, training needs were vast, particularly in the field of information technology.

In 1996 and 1997, a comprehensive assessment of training needs was carried out and a corporate staff development plan drawn up. Training priorities were set in line with overall corporate strategies, and included support to organizational development; maintaining FAO as a centre of excellence; improving organizational effectiveness through enhanced deployment of information technology; and increased training support for decentralized offices. At the same time, the percentage of staff cost allocated by each division or office to training increased from 0.66 percent in 1996/97 to 1 percent in 1996/97 to 1 percent in 1996/97.

A major skills development programme has been delivered to support the implementation of the Oracle project, the new modular system for administration and financial management (see the section Replacement of administrative and accounting systems, p. 57). By the end of 1999, about 1 000 staff, of which about two-thirds at headquarters and one-third in Regional Offices, had participated in Oracle training courses. With the implementation of Oracle Tutor, it has also been possible to deploy procedures. training guides and user manuals to FAO staff through the use of the Intranet. This is an important step in the provision of training support through the use of distance learning technology.

#### STAFF MOTIVATION

Staff motivation is essential to the life of an organization, and motivation will inevitably be affected by a reform of the magnitude experienced by FAO. It has not always been easy for staff, many of whom have had to transfer to new positions and/or locations—meaning their families, too, have had be adapt to a new situation. Other staff members were separated from the Organization, although always through consensual means.

consensual means. In early 1974, all vacant posts had been in early 1974, all vacant posts had been forcen pending a decision by the FAO Council legating the programme, structure and policies of the Organization, and so credit policies of the Organization, and so the credit policies of the Organization, and the credit policies of the Organization and the cases of all staff members allocited were individually reviewed by the two Redigologment Task Forces, comprising representatives of FAO management and of the respective Staff Associations. The Redeployment Task Forces identified the Staff Policies of the Policies of Staff Policies Staff Polici most appropriate solutions, giving due consideration to personal situations as well as the interests of the Organization. Requiring extensive consultations, this large and complex exercise started in early 1995 and was successfully completed in April 1998.

Considerable effort has gone into identifying and meeting the needs of staff. One example, mentioned earlier, is the work of the Advisory Committee on Occupational Health and Safety in promoting health and safety awareness and supporting information and training programmes on accident and disease prevention, as well as its advice regarding major technological changes that could affect the health of staff.

The Director-General and senior management, in close dialogue with staff representatives, have attempted to satisfy the personal needs of staff. Space at headquarters was recently allocated for staff recreational and sports activities. Unfortunately, it was not possible to set up a child care centre on the premises because the snace available for this purpose did not comply with Italian Government regulations. It is generally recognized. nevertheless, that the working environment at headquarters has improved. Moreover. the expanded use of modern information technologies (further explained in the section Modern office and information technology, p. 57.) has helped to improve both the motivation and productivity of staff by providing better tools and working conditions.

#### PERFORMANCE CHECKS

Another important aspect of modern management has been the strengthening of the control actions carried out by management to establish performance standards, measure and evaluate performance and take corrective action where appropriate. As part of the all-encompassing review of FAO's programmer, structure and policies, inhibated in 1994, all Regional Offices, Country Representations and Liation Offices were reviewed by the

#### Charter for the Office of the Inspector-General

Recent years have brought hereasting recognition of the importance of a strong oversight function of the importance of a strong oversight function within the UN system. While FAO has a relatively case and well-downered adult region, the various elements and statements that it comprises have not previously here consolidated intens official charter. The Director-Ceneral, with the full support of the Finance Committee, therefore decided that a charter should be developed and enshrined in the Organization's regulatory framework.

The resulting Charter for the Office of the Impercior-General provides the blueprint for FAO's internal audit and serves as a comprehensive tool for ensuring that management controls are relevant and up to date. It bay down the mission and scope of work, including accountability and the degree of work, including accountability and the degree of sunthority and independence assigned to the Office as well as the professional standards expected of its staff. Also included are procedures for communicating the results and recommendations to management.

- Of particular interest are Paragraphs 6, 7 and 8 in the section on Authority:
  - Paragraphs 6 and 7 indicate that the Office of the Inspector-General has free access to all material and information relevant to the subject under review, and is authorized to communicate directly with all levels of staff and management in order to discharge its responsibilities.
  - Paragraph 8 emphasizes that the Office of the Inspector-General is available to receive complaints or information concerning the possible existence of fraud, waste, abuse of authority, etc. It sets out the right of staff to communicate with the Inspector-General with full assurance of confidentiality and without fear of reprisal.
- The Director-General is convinced that the work of the Office of the Inspector-General will continue to add value to the Organization's collective efforts to accomplish the mandate entrusted to it by Member Nations.

## eforming FAQ: into the new millennium The reform and its results: 1994-1999

Internal Audit Office. As a result of this comprehensive global audit exercise, internal auditors were deployed to the four major Regional Offices. A programme of regular local audits was instituted – providing for regular recal such sains and another procedures – and a more intensive monitoring system was put in place.

The function of internal auditing, inspection and management control has continued to evolve, and the concept of comprehensive auditing has now been integrated into an interdisciplinary approach that combines the financial. compliance and value-for-money aspects of auditing with inspection and investigation. As a result, FAO's Internal Audit Office was transformed into the Office of the Inspector-General in October 1997. At the same time, the Director-General decided to make the Inspector-General's annual activity report available to the Finance Committee, Members of the Committee welcomed this increased transparency and cooperative spirit between the Secretariat and representatives of Member Nations.

This spirit was further enhanced early in 1999 when the Director-General announced that any other report communicated to him may be made available to the Finance Committee if the Inspector-General deems it necessary. It

was also decided that the Finance Committee should be consulted whenever there is a change of Inspector-General. Finally, the Charter for the Office of the Inspector-General was established.

Close cooperation between the inspector-General and the Esternal Auditor is maintained through frequent meetings and exchanges of work plans. Morerower, the Esternal Auditor has access, on request, to any of the Inspector-General's reports. This link in the accountability chain has been further strengthened by the Director-General's instruction that it should be an automatic and standard procedure.

#### Letters to the field

Greater efficiency, has been seen in the internal management of FAOR offices since the system of six-monthly Management Letters was introduced. The aim is to enable units at headquarters to provide FAORs without comprehensive and consolidated refer with a comprehensive and consolidated refer with the control office. In order to ensure regular checks on the use of resources, the Management Letters are combined with a system of audits by private companies of all Cacal Operations, carried on the field of the projects that maintain their own bank accounts.

## The focus - food security

rom the outset, FAO's reform has been strongly rooted in the belief that, to be truly universal, the Organization must identify and respond to the diverse needs of Member Nations that are at different stages of economic and social development.

With the reform under way; it was soon wedge developed countries wedge that many developed countries were concerned about information and statistics, totals, standards and the negotiation and implementation of international agreements. Most developing, countries, on the other hand, were more interested in concerned action taken by the Organization to: improve the productively and security of agriculture; fight peach and animal and plant diseases; implement pilot projects for transferring technology; prepare feasibility studies of projects so as to attract investments; assist in providing early investments; assist in providing early investments.

warning of problems and corresponding assistance; identify needs, mobilize support and undertake emergency operations in the event of natural or human-induced disasters; and undertake consultations and provide policy and technical advice.

FAO, therefore, had to ensure not only that its priorities reflected these different needs, within the limit of available resources, but also that they respected the principles of comparative advantage and partnership within the UN system and with the Bretton Woods institutions.

To enhance its responsiveness, FAO first had to sharpen its focus. It was guided in this task by views expressed by Member Nations in questionnaires and by its field and headquarters staff as well as through broad debates by its governing bodies. In the light of the most urgent needs identified, a careful examination was then made of



FAO's comparative advantages and multidisciplinary strengths. The Director-General's ensuing proposal that food security should be the guiding theme of FAO's programmes was endorsed by the FAO Council, and it was further decided that the Organization should also target peet prevention and control, sustainable agriculture and the promotion of international standards as they relate to food security.

#### OPERATIONAL ACTIVITIES

In the 1994 review of FAO's programmes. structure and policies, it was concluded that the Organization should concentrate on alleviating constraints to the production of, and access to, food in LIFDCs, i.e. those countries whose food supplies lag behind the increased demand of their growing populations. To ensure the best possible support to Member Nations and development partners, a substantive refocusing was applied to all of the Organization's activities, and in particular those of its Field Programme. As a basis for this sharpened approach, the Director-General defined the Five Guiding Principles of the FAO Field Programme:

- Ensure continuing interaction between the Organization's normative and operational activities so that they are mutually supportive.
- Draw the maximum benefit from the Organization's comparative advantage and intervene where such an advantage is known to exist.
   Ensure that Field Programme
- activities have a tangible impact on the living conditions of the least privileged rural populations, which should constitute FAO's core target groups.
- Build and/or reinforce national capabilities to ensure continuity of action, promote sustained selfreliance and manage natural resources effectively.
   Promote broader partnerships.

In order to ensure that all new projects and programmes are in harmony with this

new stategy, all those funded by TCP, SPFS and other estrabudgetary sources are now screened by the Programme and Project Review Committee (PPR-C). Frieaded by the ADG of the Agriculture (AGC Department and including representatives from all divisions of FAD, the PPRC reflects a collaborative approach to technical assistance, ensuring better coordination between the needs of Member Nations and the Organization's wide-ranging respertise.

#### Special Programme for Food Security

The same approach is embodied in the SPES, a multidisciplinary programme focusing FAO's activities in its specific areas of competence and comparative advantage in agricultural and rural development, including the collection, analysis and dissemination of information as well as the provision of policy advice and planning and technical assistance. The SPFS provides a programmatic framework for many of these activities, directing FAO's wide-ranging expertise towards food security. It was launched in 1994 after obtaining the unanimous approval of the 106th session of the EAO Council, and its concept was further endorsed by world leaders at the World Food Summit in 1996, Indeed, it should contribute substantially to participating countries' efforts to achieve the Summit's objectives.

The objective of the SPFS is to assist LIFDCs in rapidly increasing agricultural production and in improving access to food, through a participatory approach and on an environmentally sustainable basis. In addition to production, productivity and stability of food supplies, the Programme addresses all aspects of agricultural and rural development related to food security, including farming systems, processing, trade and marketing, credit, extension and the elimination of poverty. A strong emphasis is placed on raising farmers' net incomes, generating rural employment and ensuring social equity as well as gender sensitivity. By mid-December 1999, more than 75 developing countries had applied to participate in the SPFS, which at the time

#### Implementing the SPFS

SPFS implementation takes place in two phases. The microeconomic phase, referred to as Phase I, lasts approximately three years and involves about 30 demonstration sites in each participating country. It consists of four major activities:

- water control to ensure steady production despite vagaries of the climate;
   sustainable intensification of plant production
- systems;
- diversification, particularly through small animal production, artisanal fisheries and aquaculture; and
- •the analysis of socio-economic constraints. The objective of the macroeconomic phase, referred to as Phase II, is to create an environment that is favourable to agricultural production, processing, marketing and access to food; that facilitates increased private and public investments in agricultural activities and services; and that
- helps raise farmers' Incomes.

  Phase II has three main components:

  \*a food security and agricultural sector policy reform to overcome socio-economic
  - constraints at the macro level;

    \*a three-year agricultural investment programme

     to address infrastructure and other physical
  - constraints;
     the preparation of project feasibility studies –
    for the purpose of expanding the Programme's
    pilot projects.

was operational in 54 countries, including 21 in Africa, 13 in Asla and the Pacific, 2 in Latin America and 2 in Eastern Europe. The lessons learned since the Programme began have contributed to a phased and more structured approach to food security activities, which gain from interlinked objectives, strategies, components and institutional support.

South-South Cooperation. One of the key factors in the success of the SPFS is the use of experts and technicians under the South-South Cooperation initiative, whereby a

critical mass of field technicians and experts about 100 from more advanced developing countries are assigned for at least two versar to countries participating in the SPS. There they work directly with crop producers, minal breeders, fishers and other farmers to increase their productivity and production and improve the community's access to iood. This initiative is based on solidarity among the developing countries and thus requires implementation.

The low cost of the initiative is a welcome advantage in times of serious financial constraints. The costs of cooperation are shared by FAO, the host (recipient) government and the cooperating government. Under the terms of the agreement, until the scheme becomes operational, FAO provides the technicians with international air travel, an installation grant of US\$ 300 and a monthly supplementary remuneration of US\$300. After this initial period, FAO arranges for bilateral and multilateral contributions to continue the funding. The recipient government provides accommodation. local transport and an additional monthly payment of US\$300, often financed by bilateral and multilateral institutions. The cooperating country retains responsibility for the continued payment of salaries and other entitlements of its nationals who have

been sent abroad. More than 20 advanced developing countries have already expressed their intention to participate in the initiative, which is currently operational in 12 countries. The 1996 Viet Nam/Senegal agreement was the first cooperation scheme to be launched under the SPFS. Agreements have also been signed between China and Ethiopia, India and Eritrea, Morocco and the Niger, Morocco and Burkina Faso, Viet Nam and Benin, China and Mauritania, Egypt and the United Republic of Tanzania, Bangladesh and the Gambia, Egypt and Diibouti, Viet Nam and Madagascar, and China and Bangladesh.

Madagascar, and China and Bangladesh. FAO has also mobilized further resources from different development partners and entities, including bilateral and multilateral



donors, international and regional financing institutions and banks. NGOs and the private sector. At the multilateral level, the United Nations Development Programme (UNDP), the International Fund for Agricultural Development (IFAD), the World Food Programme (WFP) and the United Nations Fund for International Partnerships (UNFIP) are funding SPFS-FAO activities in a number of countries. UNDP is supporting the implementation of the SPFS in Rwanda, Madagascar and Albania: IFAD is funding SPFS activities in Zambia: and WEP is interested in supporting Yemen and Rwanda, UNFIP is supporting the SPFS in Cambodia, Nepal and Zambia, In Angola, the SPFS is jointly executed by FAO, IFAD and WFP and funded by Italy.

In a number of cases, activities planned within the SPFS framework are directly financed through trust fund arrangements between FAO and a donor – for example, France, Belgium, Italy, Japan, the Netherlands, Spain and the Republic of Korea. In other cases, host countries contribute directly to financially supporting

the implementation of the SPFS, as in Nigeria, where the government has recently approved unilateral trust fund arrangements for a total amount of US\$45 198 000, and in Senegal, where the government has allocated US\$5 million for the implementation of the SPFS.

With regard to financing institutions and the regional development banks, in 1997 FAO signed memoranda of understanding with the World Bank, the African Development Bank (AfDB) and the Islamic Development Bank (IsDB) for the promotion of rural development and food security within the SPFS framework. The three banks agreed to provide soft loans and in some cases grants - for Phase I activities, at the request of the national governments concerned. Several projects have been submitted to these banks for consideration. By the end of 1999, the AfDB had agreed to make available US\$8 million (US\$1 million per country) to support the Programme in Cameroon, Cape Verde, Ghana, Guinea, Malawi, Mauritania, Mozambique and the United Republic of

47

Tanzania. The BDB has committed tuelf to supporting the SPFs in the Cambia, Djibout, the Niger, Guinea and Comoros. The BDB has a treasily approved funding of USSP94 155 for the Cambia and is in the process of approving US\$3.2 million for Djibouti, while the financing of other countries mentioned above is in the approval process. Moreover, discussions are in an advanced stage with the Inter-American Development Bank (IDB) for its involvement in the Programme.

#### **Emergency Prevention System**

A second FAO priority programme, the Imengency Prevention System for Transboundary Animal and Plast Pess and Diseases, referred to by its acrosym EMPSES, was also launched in June 1994. The Animal Disease component of Karlos prevention of an immediate response to emergencies caused by major epizocie ideases of transboundary importance. The initial throat in this component has been against indepense, with an emphasis on activities carried out under the Global Rinderness Facilication Programme (CRPP).

EMPRES also covers serious transboundary diseases and pests that constrain food security, adversely affect animal health or impede international trade in livestock and animal products. The

#### Eradicating rinderpest

CREF links rinderpest campaigns in Africa and Asia and collaborates with national, regional and other international organizations to provide a forum through which activities can be coordinated and technical support delivered. In the 1900s and early 1990s, the incidence of rinderpest was widespread in many parts of tropical Africa and West and South Asia, whereas it is now reported to be restricted to just three foci – in the southern Sudan, southern Somalia and Pakistan.

#### Desert locust control

The desert locust is one of many transboundary, palant perish fast cause serious emergencies in agriculture. It is of economic importance for many countries in Arica, the New Ear East and Southwest Asia. It can multiply rapidly and move across booters in dense warm, which frequently cover more than 100 km². In 1988 alone, 24 countries reported desert bound ensoms and had to builties control operation, often over millions on bectures. Under the Desert Local composerted first first programme has been originate fast. The table of the programme has been originate fast. The table said the Calif of Arien, in addition, pilot activities have been implemented in west Arier and Southwest Asia.

As part of EMPRES early warning activities. desert locust surveillance operations and information exchange networks have been substantially improved and strengthened. Progress in early reaction has been reflected in the ability of affected countries to respond to outbreaks efficiently and quickly. In the Red Sea region during the winter of 1997/98, an outbreak that could have developed into a plague was brought under control as a result of early and effective control operations. Important advances have also been made in methods to reduce the use of chemical pesticides and in the early detection of locust infestations. A preliminary analysis of economic and policy issues in desert locust management has also been completed under EMPRES.

activities undertaken within the framework of EMPRES – surveillance for causal agents, contingency planning, preventive action and veterinary intervention during disease emergencies – must be seen in the context of the system's primary elements, i.e. early waming, early reaction and the improvement of control and eradication

methods through research networking. Considerable progress has been made over the past few years in developing the early warning system operated under EMPRES. Efforts have been two-pronged, consisting of training - through manuals and workshops - and software development - through TADInfo, the Transboundary Animal Disease Information system for surveillance, data storage and analysis. TADInfo is a hierarchical system that assists surveillance at the national and regional levels and supports early warning at the national, regional and global levels. The related software is currently being deployed in several countries in Africa, Initially, TADInfo is intended to be the main template for supporting surveillance in tropical Africa. North Africa and the Near East in collaboration with projects funded by the European Community (EC), the United Kingdom's Department for International

While the FAO Council wishes EMPRES to develop a programme for major transboundary diseases and pests in general, it has also endorsed the principle of key priorities within EMPRES. Thus, in close collaboration with other international organizations, EMPRES is evolving into a forum for concerted action on six major.

Development (DFID) and IFAD.

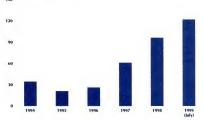
epizootic diseases – rinderpest, foot-andmouth disease, peste des petits ruminants, contagious bovine pleuropneumonia (CBPP), Rift Valley fever and lumpy skin disease.

#### **Emergency operations**

Humanitarian assistance is an integral part of FAO's mandate to help raise levels of nutrition and standards of living. particularly in rural areas of the developing world. Emergencies are absorbing an increasing proportion of international aid. and FAO's emergency operations have, of necessity, increased since 1994. In the 1997-98 biennium, the Organization implemented 187 emergency projects, for a total value of US\$157.3 million, to assist disaster-stricken populations in resuming food production and other life-sustaining activities in the immediate post-disaster phase. Today, working closely with other UN organizations, national governments and NGOs. FAO is delivering emergency

Growth in FAO's emergency relief operations





assistance through more than 110 emergency projects in more than 50 countries – including Kosovo Province, Iraq, the Democratic Republic of Korea, countries throughout Africa and also in Central America.

#### Rapid response to development needs

The Technical Cooperation Programme (TCP) was established as an integral part of FAO's Regular Programme in 1976 to respond to urgent and unforeseen requests from Member Governments. In Resolution 9/89, the FAO Conference noted that the resources available to TCP had fallen from 14.1 percent of the total budget in 1986-87 to 12.8 percent in 1988-89 and further to 11.8 percent in the allocation for 1990-91. To counter this trend, it invited the Director-General to make every effort to restore TCP resources to their former level of 14 percent of the total Regular Programme budget and, if possible, to raise them to 17 percent. As a result, TCP's proportional share in the Regular Programme appropriation increased from 12.5 percent in 1994-95 to 13.8 percent in 1998-99, in spite of an overall decline in the budget during the same period.

The guiding principles for the use of TCP resources continue to be the criteria initially approved for the Programme by the governing bodies. As a result of the changing environment in which FAO'S rield Programme is carried out, i.e. with increased capacities on the part of national institutions and a greater availability of qualified

### TCP's budget growth since 1994-95

	1994-45	1996-97	1998-99
Technical Cooperation		US\$ million	j.
Programme	82 287	85 497	57 259
TCP Unit	1 803	2 116	2 188
Total	84 090	87 613	89 447
Total Programme of Work and Budget	673 114	650 000	650 000



Many countries have requested TCP assistance for implementing their national SPFS projects

expense from developing countries, the use of national expense and technical cooperation among developing countries (CCDO has increased. At the same time, the share of international consultants employed declined from 43 percent in 1994-1995 to 10 percent in 1998-1999. In terms of person-months, burchifes of the total expension provided are now recruited within the recipient countries while the remaining expertise is recruited in approximately equal consistency of the control of supplies and equipment in crossed from of supplies and equipment in crossed from 19 to 31 percent during the same period.

International commitments made as a result of follows up to the World Food Summit have prompted many developing countries to request I/C assistance I/C assistance in implementing their national SPFS projects. This assistance has been channelled towards selected SPFS activities in the recipient country, for example water control, and has been on the condition that it is integrated into national programmes approved by the government concerned. For the has do do along the programmes approved by the government concerned. For the has do do along the programmes approved to the control of the document of the programmes approved the programmes approved to the programmes of the

the Uruguay Kound trade negotiations. FAO, like all lother UN agencies, has had to face a reduction in resources over the last six years. Regular Programme funds approved by the FAO Conference fell from US\$673 million for 1994-95 to US\$60 million for 1994-95 to US\$61, however, two developments took place:

- FAO allocated an increased share of its budget to field activities through TCP and the SPFS, thus increasing the percentage share of this allocation in the Regular Programme budget from 11.7 percent for 1992-93 to 15.3 percent for 1998-99
- Trust Fund donors' total annual delivery to FAO's Field Programme increased from US\$180.8 million in 1993 to US\$206.8 million in 1998, showing that FAO's partners were confident in the Organization's continuing capacity to provide technical assistance effectively.

#### NORMATIVE ACTIVITIES

In the 1994 review of FAO's programmes, structure and policies, it was deemed important to clarify the distinction between normative and operational activities, both in organizational terms (i.e. so that previously dispersed units dealing with closely related issues could be consolidated) and in terms of identifying and specifying which resources should support the work. As a result of the clearer distinction, it is easier for staff to focus their energy and expertise on their specific tasks. At the same time, a particular effort has been made to reinforce the complementarity and synergy of the normative and the operational activities conducted by the Organization.

#### The Uruguay Round Agreements

The value of FAO's dual role, and the positive interaction between its normative and operational functions, is illustrated in the assistance provided to Member Nations in relation to the Uruguay Round Agreements interfered to increasingly as the agriculture for the first time under operationally effective rules and disciplines, these Agreements referred to increasingly as the agriculture for the first time under operationally effective rules and disciplines, these Agreements represent a milestone in the multilateral trading system. Vet, many countries require technical assistance in order to kildsi their Uruguay Round

fisheries and to benefit from the results. Because of its unique specialist expertise in international agriculture, forestry and fisheries, FAO is well placed to provide that assistance.

Since the Agreements were signed in 1994, the Organization's trade-related assistance has been stepped up. In 1996. additional impetus to its technical assistance in Uruguay Round-related matters was provided by the Rome Declaration on World Food Security and World Food Summit Plan of Action: Objective 4.3 of the Plan of Action commits FAO and other organizations to continue assisting developing countries in preparing for future multilateral trade negotiations so that they become "well-informed" and equal partners in the negotiation process. Furthermore, in November 1997 the FAO Conference urged the Organization to intensify its assistance to developing countries in adjusting to the new trading environment, complying with commitments under the Marrakesh Agreement and preparing for future trade negotiations. FAO responded with the following initiatives:

#### FAO Web site on agricultural trade

- A multilingual Internet site on Agricultural Trade is available at www.fao.org/ur/. It features Uruguay Round-related pages including FAO studies on the impact of the Uruguay Round and information on FAO's technical assistance and activities concerning:
  - the Agreement on Agriculture;
     the Agreement on the Application of Sanitary
  - and Phytosanitary Measures (SPS); \*the Agreement on Technical Barriers to Trade
  - (TBT); and •the Agreement on Trade-Related Aspects of
  - Intellectual Property Rights (TRIPS).
- The site also offers a question-and-answer service to facilitate the discussion of issues as they arise as well as any relevant documentation made available on multilateral trade negotiations as they proceed.

Strengthening of the FAO Liaison Office in Geneva. As the main interface between FAO and WTO, this Liaison Office has been strengthened with a new team of senior staff experienced in economic and trade matters. The team offers on-the-spot assistance to country delevations in Geneva.

Training programme. A new training programme on the existing Uruguay Round Agreements has been launched. Concentrating specifically on those Agreements that have a bearing on agriculture, forestry and fisheries, the programme is intended to enhance the national capacity of participating countries in preparing for future WTO trade negotiations. It includes: training in the effective implementation of Codex Alimentarius standards, guidelines and recommendations so that participating countries can meet the requirements of the SPS and TBT Agreements; and training in procedures to improve the quality and safety of foods in domestic and international trade. The programme is designed for all FAO member developing countries and countries in transition.

#### Codex Alimentarius and the International Plant Protection

Since the conclusion of the Unguay Round in December 1994, in parallel with the wider adoption and practical application of normative instruments, certain normative-operational synergies have been gaining importance – prime examples being the work of the joint FAO/WHO Codex Alimentarius Commission and the function of the International Plant Protection Convention (IPPC).

Codex standards, guidelines and other recommendations are internationally recognized points of reference under the Uruguay Round Agreements. Through the Codex Alimentarius Commission, FAO has strengthened its role as facilitator of international food trade to become the leading source of technical advice to developing countries on the introduction and application of Codes standards as well as on the establishment of efficient and effective food control structures. Short sernitures and workshops have been staged to inform government officials, inclusion and consumers about the importance of the Codes Alimentatives and the Agreements. Longes-term development projects, funded through TFC or by external donors, have invoked the revision of national regulations to comply with the Codes Alimentative traveling the Codes Alimentative Codes Alimentative traveling the Codes Alimentative Codes Alimentative traveling and the upgrading of physical facilities.

#### Codex Alimentarius Commission

The twin objectives of the Codex Alimentarius Commission are to protect the health of consumers and ensure fair practices in the food trade by elaborating internationally acceptable food standards. The Codex Alimentarius currently comprises:

- 204 food standards
- 43 codes of practice
- 2 805 maximum residue limits (MRLs)
- for agricultural and veterinary chemicals • 1 284 food additives and contaminants

The IPPC has rapidly evolved from an international travel deposited with FAO into a dynamic body with, inter alia, a standard-setting responsibilities directly linked to a multilateral trade agreement. This development marks a significant change in phytosanitary and trade policy with supports provision for safe trade with supports provision for safe trade. In line with this expanded policy scope, IFAO also recognises the importance of trade in the achievement of food and economic security.

The IPPC has assumed a major role in trade regulation since being identified in the SPS Agreement as the body responsible for establishing the international standards for phytosanitary measures recognized by

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WTO members. In order to reflect the provisions of the SPS Agreement and other developments at WTO, the Convention underwert a second revision (it had previously been revised in 1979). FAO played a facilitating role in the relevant process of government consultations, which began in 1993 and resulted in the New Revised Text of the IPPC approved by the FAO Conference in 1997.

#### International Plant Protection Convention

International Standards for Phytosanitary Measures (ISPMs) adopted since 1995:

- Principles of Plant Quarantine as Related to
  International Trade
  - Guidelines for Pest Risk Analysis
     Code of Conduct for the Import and Release of
  - Exotic Biological Control Agents
     Requirements for the Establishment of Pest
  - Free Areas
  - Glossary of Phytosanitary Terms
  - Guidelines for Surveillance
     Export Certification System
  - Determination of Pest Status in an Area
     Guidelines for Pest Eradication Programmes
  - Requirements for the Establishment of Pest Free Places of Production and Pest Free Production Sites

#### Pesticides

Another normative instrument in which the Organization has provided strong leadership is the FAO International Code of Conduct on the Distribution and Use of Pesticides. A large amount of work went into the formalization of the Prior Informed Consent (PIC) procedure, designed to protect pesticide-importing countries.

PIC requires that countries are informed of, and that they officially sanction, the import of banned or severely restricted pesticides and chemicals before any shipmen is made. Between 1994 and 1998, jointly with the United Nations Householder (1998, jointly with the United Nations Householder), and at times led, a number of interagency meant elux [19, FAO] participated in, and at times led, a number of interagency meant negotiations, which cultiminated in the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardows Chemicals and Pesticides in International Tade, adopted on 10 September 1998.

Eighty countries signed the Final Act of the Conference of the Plenipotentiaries on the PIC Procedure and 72 countries and the European Union (EU) have since signed the Rotterdam Convention - which will enter into force when the 50th instrument of ratification, acceptance, approval, or accession has been deposited. Until such time. FAO and UNEP are providing the interim secretariat and support for the Convention's operation. A major new element in the PIC procedure is the oversight function, which includes the addition or removal of chemicals subject to the Convention and will be carried out by the Conference of the Parties.

#### Genetic resources for food and agriculture

Agricultural genetic resources, developed by farmers and farming communities over millennia, are the basis for sustaining and further developing food and agricultural production. Many of these resources are at great risk of loss, and action to ensure their conservation and sustainable use is a priority. FAO's intergovernmental Commission on Genetic Resources for Food and Agriculture (CGRFA) is recognized as a major international forum for the development of policies and the negotiation of agreements on genetic resources for food and agriculture. In 1995, the FAO Conference broadened the mandate of the CGRFA (until then the Commission on Plant Genetic Resources - CPGR) to cover all components of genetic resources of relevance to food and agriculture. beginning with plant and farm animal

#### Commission on Genetic Resources for Food and Agriculture

#### 1993

The FAO Conference launches negotiations for revision of the International Undertaking on Plant Genetic Resources for Food and Agriculture, in harmony with the Convention on Biological Diversity

#### 1994

Agreements are signed with 12 International Agricultural Research Centres (IARCs), whereby 500 000 ex situ accessions beld in their gene bands are brought into the International Network of Ex Situ Collections under the Auspices of FAO

#### 1995

The scope of the Commission on Plant Genetic Resources (CPGR) is broadened to cover all components of agricultural biological diversity of relevance to food and agriculture in a step-by-step manner, and the Commission is renamed the Commission on Genetic Resources for Food and Agriculture (CGFA)

#### 1996

The Global Plan of Action is adopted by 150 countries at the International Technical Conference on Plant Genetic Resources in Leipzig, Germany. The first Report on the State of the World's Plant Genetic Resources for Food and Agriculture is submitted to this Conference.

#### 1999

The CGRFA asks FAO to coordinate the preparation of the first Report on the State of the World's Animal Genetic Resources for Food and Agriculture

genetic resources. The following year, the CORFA convened the leipzig international Technical Conference, at which 150 countries adopted the Global Plan of Action for the Conservation and Sustainable Utilization of Plant Genetic Resources for Food and Agriculture. The Leipzig Conference also received the first Report on the State of the World's Plant Genetic Resources for Food and Agriculture. The governing bodies have underlined the significance of the International Undertaking on Plant Genetic Resources, which governments are currently revising through the CGRFA. In 1999, the 30th session of the FAO Conference stressed the importance of successfully completing negotiations for its revision as an international instrument for the consensation and sustainable utilization of plant genetic resources, and for access to these resources, in ensuring global food security and sustainable agriculture. The revised Undertaking is expected to be a binding instrument regulating access to. and the sharing of benefits from, plant genetic resources for food and agriculture. The Conference also endorsed genetic resources in general as a high-priority area.

The CGRFA considered animal genetic resources for the first time in 1999. To provide the necessary information base for establishing priority needs and actions, governments agreed that FAO should coordinate the country-driven Report on the State of the World's Animal Genetic Resources for Food and Agriculture, within the context of the Global Strategy for the Management of Farm Animal Genetic Resources. Covering both normative and operational activities, the Strategy is being developed by FAO as a framework for assisting governments in analysing the value of avian and mammalian breeds, and in planning the conservation of those at risk, as well as their use and development for sustainable intensification

#### Forestry

For the global forestry sector, this is a time of rapid and complex political, institutional and technological change. There is the heightened international concern about continued forest degradation and loss, and vet there is unprecedented public commitment to forest conservation. Public involvement in forest amangement decisions is increasing, and a growing number of ornamizations and institutions.

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from a wide range of social and scientific disciplines are becoming involved in global forestry issues.

Partnership and coordination, Since 1994. FAO has intensified activities and set clear priorities under its forestry mandate. including partnerships at the national, regional and global levels. The Organization was heavily involved in the Commission on Sustainable Development and its Intergovernmental Panel on Forests (IPF) from 1995 to the completion of its work in 1997 and, since then, it has participated in the Intergovernmental Forum on Forests (IFF). This involvement and support entailed the outposting of an FAO staff member to the IPF/IFF secretariat, the production of technical background papers and participation in numerous technical meetings. Evolving from FAO's former Tropical Forests Action Plan. national forest programmes (NFPs) are now an internationally accepted means for helping countries develop the capacity to manage their forest resources. Significantly, FAO has decentralized staff involved in support to NFPs to each of the Regional Offices.

FAO has also taken the leadership of the informal Interagency Task Force on Forests (ITFF), a high-level group that has brought together UN agencies and other international bodies since 1995 to coordinate their inputs into the forest policy process.

Dialogue and cooperation. In addition, the role of the Committee on Forestry (COFO). FAO's neutral forestry forum for policy and technical dialogue among its Member Nations, has been strengthened, COFO sessions in 1995, 1997 and 1999 have increasingly given more opportunity for information and satellite meetings and for the review of global forestry issues. To provide an opportunity for the exchange of views on international arrangements and mechanisms, and to secure high-level political support to the ongoing discussions, ministerial meetings were organized in 1995 and 1999 in conjunction with COFO. Both meetings were attended by ministers

responsible for forests or their representatives while, in 1995, separate meetings were also held for international NGOs and private sector representatives. The first ministerial meeting produced the Rome Statement on Forestry, recognizing the critical importance of forests to the welfare, livelihood and food security of all people and future generations and to the life support system of the entire planet. In 1999, the national and international challenges of the sustainability issues in forestry were considered. The outcome of this second meeting was the Rome Declaration on Forestry, which was unanimously adopted by participants who pledged to work more closely together, fostering international cooperation and promoting cross-sectoral policies and activities that support sustainable forest management.

#### Information management and analysis.

Equally as important as the substantial changes in the content of the Forestry (FO) Department's work have been the changes in the way it is carried out - the use of powerful computer modelling capabilities and the development of the Web site being good examples. FAO has historically collected statistical information on forest products and resources. The emphasis is now on expanding the fields of data collected, carrying out fuller analyses and widening dissemination of the resulting information and knowledge. For example, the Global Forest Resources Assessment. which is a comprehensive and authoritative FAO report on the state and change of forest resources worldwide, has increased its publication frequency from every ten years to every five years. It has continued to improve the accuracy of its assessments of global forest cover and deforestation and has expanded its scope to include indicators of

forest health and forest-based biodiversity. The dissemination of information has been improved since 1995 through the bisennial publication of State of the World's Forests, which provides the latest information on forest area, forest management and products, and policy and institutional developments worldwide. New statistical series have been or are in the process of being started, covering non-wood forest goods and services, forest fires, genetic resources and educational and research establishments.

#### **Fisheries**

In the face of decreasing financial resources, the FAO Fisheries (FI) Department has devised a series of innovative approaches to respond to the growing demands of Member Nations and other stakeholders. The department has developed a broad portfolio of normative activities while also supporting field operations to promote the development of sustainable fisheries and increase the contribution of fishing to food security. These normative activities include:

Transformation of FAO regional fishery bodies (RFBs). These bodies have been revitalized to reinforce regional cooperation and handle new responsibilities. Since 1995, the secretariats of all REBs have been decentralized to their respective regions and the network of FAO bodies has been streamlined. Two bodies had became redundant and were abolished. while the remaining nine were

#### FAO regional fishery bodies

• APFIC - Asia-Pacific Fishery Commission • CECAF - Fishery Committee for the Eastern Central Atlantic

· COPESCAL - Commission for Inland Fisheries of Latin America

• EIFAC - European Inland Fisheries Advisory Commission

· GFCM - General Fisheries Commission for the Mediterranean

• IOTC - Indian Ocean Tuna Commission • RECOFI - Regional Committee on Fisheries •WECAFC - Western Central Atlantic Fishery Commission

• CIFA - Committee for Inland Fisheries of Africa

strengthened technically, even though some of their subsidiary bodies were abolished. The remaining RFBs are undergoing progressive reform from being simple fora for consultation and the exchange of information into financially autonomous structures with the capacity to take regional action on fisheries conservation and management.

Implementation of the Code of Conduct for Responsible Fisheries. The aim of the Code, adopted by the FAO Conference in October 1995, is to promote sound fisheries management and development and to improve fisheries governance. An interregional programme to support implementation activities began in 1998, and activities are currently under way in Southeast Asia and the Western Central Atlantic. This programme also provides the FI Department with a unique, integrated framework for its overall activities.

Expansion of fisheries information networks. A major development over the last five years has been the use of new information technology, such as CD-ROMs and the Internet. Through these media, FAO has increased the coverage of fishery statistics and information available within the World Agricultural Information Centre (WAICENT), It has developed a large departmental Web site and produced a prototype FAO Fisheries Atlas on CD-ROM in parallel with the UN Atlas of the Oceans. Also under way is the development of the Fisheries Global Information System (FIGIS), which is designed to provide a comprehensive flow of information on fisheries and related issues, including policy, standards and improved practices.

Publication of The State of World Fisheries and Aquaculture. Responding to the need for more careful monitoring and analysis of international development in fisheries, this biennial report first appeared in 1995. It documents trends in production, utilization and trade, reviews progress made in addressing major issues in sustainable fisheries and aquaculture, and discusses the global outlook for the fisheries sector.

The significant role of fisheries in achieving food sectivity and generating employment led the Organization to raise enabled misconsistent of the Organization to raise related issues with Member Nations' competent ministers! an Membry was held at FAO headquarters to discuss policies for sustainable and responsible fisheries and aquaculture. This first ministerial meeting on fisheries adopted the Rome Consensus on World Fisheries, recommending that aagoroprafate action het laken to:

- · eliminate overfishing:
- rebuild and enhance fish stocks;
   minimize post-harvest losses;
- develop sustainable aquaculture and
- fisheries; and
- promote the role of fish and fishery products in the alleviation of malnutrition worldwide.

In early 1999, a second ministerial meeting in Rome endorsed the International Plan of Action for Management of Fishing Capacity, developed within FAO, Participants also agreed to support an initiative for a plan of action to deal with illegal, unregulated and unreported fishing, including support to the adoption of vessel monitoring support to the adoption of vessel monitoring systems (VMS).

#### Legal advisory services

FAO's Legal Office has continued to provide legal advisory services to governments on land, water, fisheries, plants, animals, food, forestry, wildlife and national parks, the environment and biodiversity as well as general agricultural issues regarding institutions, trade and economic reform. Working closely with

FAO's technical units, the Legal Office has assisted governments in the preparation and revision of Jaws, regulations, agreements and other legal tech swihle also advising on institutional structures and compliance with instructional structures and compliance with international laws. For example, it has been involved in the preparation or revision of a number of instruments, in particular the revision of the PPC, the revision of the vision of the PPC, the revision of the vision of the PPC of the preparation of the PPC of the Compliance Agreement and the Code of Conduct for Seeponship Fisheries as well as the preparation of a new Agreement of the sabilishment of the

as went as the preparation of a free Agreement for the establishment of the IOTC and the creation of RECOFI. It has also been advising on the revision of the International Undertaking on Plant Genetic Resources.

Capacity building through participatory training of national officials and consultants constitutes an important element in most legal advisory projects, which are currently under way in 70 countries, including all regions.

In 1998, to commemorate the 50th Anniversary of the Universal Declaration of Human Rights, the Legal Office published The right to food: in theory and practice. Featuring articles by international experts. including both civil society and UN representatives, as well as by FAO operational and normative units, the publication discusses the right to food as one of the basic human rights included in the Universal Declaration. It examines the obligations that its fulfilment entails for governments, civil society and the international community, and summarizes specific measures that are being taken by the various sectors. •

## New partnerships with key stakeholders

#### PARTNERSHIPS AT HEADQUARTERS AND IN THE FIELD

In the quest to deliver services in a more conserved read a standable name and to promote alliances with partners involved in development, stanting in 1994 FAO Jaunched a series of partnership programmers. The aim is to promote the national and collective self-reliance of developing countries by footening collaboration among the experts and institutions of whench valations, Since their introduction, the programmers have proved to be valuable instruments in allowing the Organization on only to contribute to national capacity buildine, but also to

render its services more efficiently. Separate programmes focus on: experts for technical cooperation among developing countries and technical cooperation among countries in transition (TCOD/TCCT), visiting experts from academic and research institutions; retired experts, and on-the-job training for young professionals.

The use of experts for TCDC/TCCT. Under this patnership programme, developing countries and those in transition lend their experts to other developing countries or regions, thereby exchanging experience and knowledge in a pragmatic and mutually beneficial manner. Exchanges effected under the TCDC/TCCT Experts Programme are based on a system of shared responsibilities and costs. The



experts are recruised from all sectors of society – including government and parassatal bodies and institutions, the private vector and NCOs – and assignments cover a wide range of FAO programmes and projects as well as normative work. By the end of 1999, the governments of 114 developing countries and 11 countries in transition in Central and Eastern Europe had signed the Framework Agreement to participate in the programme and 1 770 exports had been hird.

Visiting experts from academic and research institutions. This programme was was launched to reinforce collaboration. between FAO and institutions of international repute in the struggle to eradicate hunger, alleviate poverty and attain global food security. The programme draws the high-level expertise of academic and research institutions into FAO's priority programmes, thereby enhancing its role as a centre of excellence. The institutions provide highly qualified academics and researchers to work interactively with senior technical personnel in FAO for up to one year. All associated costs are shared between the releasing institution and FAO. By the end of 1999, 34 countries and 7 regional and international institutions had endorsed the programme, and some 370 high-calibre visiting experts had made valuable contributions to priority areas of FAO's programmes.

The use of retired national and international experts from FAO as well as other UN organizations. FAO and UN retirees are another source of experience and skills that can be used to enrich the pool of national and international experts involved in the Organization's programmes and projects. Since retired experts already receive a pension, they accept a lower rate of remuneration. At the same time, not only do they bring a lifetime's experience and commitment to assignments but they lend a broader perspective and insight to the problems that countries face in developing their agricultural sectors. Since the programme was launched in 1995, 72 countries have signed the

related Agreement and 1 470 retired experts have been hired. Signature of the Agreement is aimed at securing government support in promoting and publicizing the Programme.

The provision of on-the-job training for young professionals. Capacity building is the basic goal of all of FAO's technical cooperation activities. The Young Professionals Programme, launched in late 1997, aims to strengthen and ungrade national canacities by providing qualified young professionals from developing countries with on-the-job training in the implementation of FAO's priority activities. The costs of training young professionals from developing countries and countries in transition are shared by the employer and FAO. Candidates from developed countries may also join the programme provided that their assignments are funded by their government or employer. FAO provides a stipend based on local rates. As of December 1999, 32 young professionals had been recruited to work under the supervision and guidance of FAO staff. This initiative is already making a valuable contribution to the work of the Organization and is building up the international community's pool of development expertise.

The use of services contributed on a voluntary basis. The Volunteer Programme was launched in June 1999, in response to the expressed interest of Member Nations to allow individuals to support FAO's work through the voluntary contribution of their services. The programme is expected to increase partnerships with professional organizations, community groups and special interest groups as well as posteraduals exudents.

Volunteers may be taken on for up to six months for activities that ern to covered by established posts so there is no overlap with regular employment opportunities within the Organization. Since the programme began, a total of 32 volunteers, from a variety of countries and regions, have contributed their services to the Organization.

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David Harcharik, FAO Deputy Director-General, with Patrizia Toia, Italian Minister for European Affairs, and Manfredo Incisa di Camerana, ADG/Special Adviser to the Director-General (FAO).

#### PARTNERSHIPS WITH MEMBER NATIONS

While contacts with Member Nations are generally maintained through the Permanent Representatives to FAO (121 out of 181 representatives are located in Rome) and through the countries' senior government officials, it is felt that certain matters require the special and personal attention of the Director-General. Travel to Member Nations therefore constitutes a major part of the Director-General's duties as head of a UN specialized agency, particularly one with a membership as large as FAO's. Visits to Member Nations. following official invitations from the respective state authorities, are part of the approach adopted by the Director-General to enhance conditions for effective partnerships with individual countries.

These wish have given the Director-Ceneral the opportunity to meet directly with Heads of State and/or Covernment, who are the final arbitrators and decisionmakers in matters concerning the Organization. He has also met with ministers and high-level ministeral and folicials, for enargine from Agriculture and related Ministries (Tisheries, Forestre Horferigan Malins Ministrie, whose portion foreign Afalins Ministrie, whose portion invariably cover Un matters and, in particular, refrom the UN system; from Finance Ministries, for budget and financial matters; and from International Cooperation Ministries or Departments responsible for providing development assistance; and with speakers and chairpersons of parliamentary agricultural committees, which have a role in voting on the national budget and in determining sovernment action.

The number of officials to be met by the Director-General is further increased by the fact that, in some countries, there are frequent changes of government.

Allogether, since 1994 the Director-General has net with more than 1 000 Heads of State or Covernment, Secretaries of State of Indianation of Marchael Covernment, Secretaries of State or Covernment, Secretaries of State or Indianation of Indianat

At the same time, efficient communications envires have permitted the Director-General to maintain close contacts with headquarters from almost anywhere in the world. Thus, issues requiring uppert action or a decision on his part have been immediately brought to his tattenion by the Cabinet and a reply sent the same or the following day. All other same and the same on the following day. All other same are days with by the Deput on a cition taken during the absence of the Director-General.

Permanent Representations. In addition to the Director-General's visits to Member Nations, the Permanent Representations have remained a firm point for close relations. From January 1994 to the end of 1999, the Director-General received more than 700 visits from Ambassadors and Permanent Representatives to FAO, and nearly 900 high-level official delegations from Member Nations. These contacts tend to be more frequent before the convening of the FAO Council and Conference, in order to initiate and facilitate dialogue between FAO's Secretariat and Member Nations. Moreover, meetings are convened with the regional Permanent Representatives' groups so that they may be informed of the proceedings of important meetings. In anticular, these group meetings are held systematically to discuss and attempt to treach consensus on agenda items prior to the Regional Conferences, the FAO Council and Conference, and ministerial meetings. Finally, bimonthly meetings are held with newly appointed Permanent Representatives to FAO in order to orient them and familiarize them with the Organization's current and planned work.

#### PARTNERSHIPS WITHIN THE UN SYSTEM AND WITH CIVIL SOCIETY

It has become increasingly evident that cooperation and collaboration at all levels are essential for the eradication of hunger and poverty. Over the past six years, therefore, FAO has been strengthening its partnership agreements with other UN organizations as well as with civil society, including NGOs, charities and research institutions.

## Relationship with the Rome-based agencies

In dealing with global agricultural issues, rural development and poverty alleviation, the three Rome-based UN food agencies – FAO, IFAD and WFP – have continued to work together closely with the aim of enhancing the impact of their technical expertise, financial assistance and food aid.



(From left) Fawzi H. Al-Sultan, IFAD President, Catherine A. Bertini, WFF Executive Director, Jacques Diouf, FAO Director-General

Since 1994, in a genuine effort to promote an "alliance for agricultural development", there has been greater collaboration in the formulation of new policies and practical approaches to overcoming hunger as well as in the development of best practices for handling crises and facilitating recovery and development. Tripartite policy and technical meetings are held regularly to determine modalities for mutual cooperation and to identify specific areas and programmes for further follow-up and joint or complementary operations. In addition to the multifaceted collaboration that takes place in the field, steps have also been taken at the headquarters level to establish a cost-sharing system. This would entail the use of facilities available within the three organizations, particularly for conference services, administration, information technology and library and documentation services.

#### Coordinated relief and rehabilitation

FAO has also strengthened its partnerships for responding to complex emergencies resulting from natural disasters. It has reinforced its collaboration at the field level with other members of the UN Inter-Agency Standing Committee on Humanitarian Assistance. In certain cases, new agreements were drawn up to ensure a coordinated and effective approach by the key partners in providing such assistance. For example, agreements were concluded with the Office of the United Nations High Commissioner for Refugees (UNHCR) and WFP, containing collaborative arrangements for, inter alia, assessing agricultural relief and rehabilitation needs, supplying agricultural inputs to refugees and providing emergency assistance to local food producers.

FAO also cooperates actively with the Office for the Coordination of Humanitarian Affairs (OCHA), as manifested through the secondment of an OCHA officer to its emergency services since January 1999.

#### FAO and NGOs - partners in humanitarian assistance

FAO works closely at all stages of emergencies with international aid agencies, private charities and other NGOs dedicated to humanitarian assistance. In complex emergencies, the Organization's main implementing partners are often NGOs, contributing to the monitoring and assessment of needs and to the management of relief operations.

FAO provides NGOs with technical advice for ensuring that their operations in the food and agricultural sectors are of an acceptable standard. NGOs cooperate with the Global information and Early Warning System (GEWS) as providers and users of information, and with the Food Insecurity and Vulnerability Information Mapping System (EVIMAS).

- To strengthen these partnerships further, FAO's policy is to:
- develop formal partnership agreements with major NGOs with which cooperation is ongoing;
   promote dialogue with NGOs aimed at improving the relief-rehabilitation-development continuum;

4.1

 coordinate action with NGOs to assist governments in food security monitoring.

#### Supporting frameworks for UN development assistance

In 1997, the UN Secretary-Central invited specialized approcies to take part in the preparation of the United Nations Development Assistance Framework (UNDAF). A key component of UN reform proposals, the UNDAF process is designed to provide a framework for the UN systems support activities as the country level, FAO agreed to participate and actively contributed to the formulation of UNDAFs in 19 pilot countries. FAOSs have been instructed to participate fully and to collaborate closely with their colleagues in country teams as well as with the respective governments, in order to maximize the UN system's support for country priorities. Led by the Resident Coordinator, the UNDAF process is to be undertaken in a manner that respects the maradates, competence and accumulated experience of the different specialized agencies, funds and programmers, making full use of the respective comparative advantages. It is now being expanded beyond the pilot countries.

onig explaince osyotin pair courtness. TAO is also supporting the preparation of the Common Country Assessment (CCA). Which is an important element in the development of UNDAY. Smillarly, in 1999 development of UNDAY. Smillarly, in 1999 development of UNDAY. Smillarly, in 1999 Bank-sponnoved Comprehensive Development Franework (CDF), which is be prepared under the leadership of the respective governments with support from the concerned development agencies. The CDF initiative is to be carried out in close relationship with UNDAY.

#### Linking agricultural research efforts

FAO has long recognized the important role played by IARCs in supporting and supplementing the Organization's efforts in agricultural research and in strengthening National Agricultural Research Systems (NARS) within the Consultative Group on International Agricultural Research (CGIAR). FAO has made a considerable effort to strengthen its relationship with CGIAR at various levels. In 1994, 12 IARCs brought 500 000 accessions of plant genetic resources that they held into the International Network of Ex Situ Collections under the Ausnices of FAO - a move made in recognition of the intergovernmental authority of FAO and the Commission on Genetic Resources for Food and Agriculture (CGRFA) in setting policy for the Network. This arrangement provides the intergovernmental coverage under which the IARCs hold this material in trust for the international community.

In the same year, a Task Force was formally established, comprising five representatives from each participating organization (FAO, UNDP, UNEP and the World Bank). On 31 October 1996, the

Declaration and Plan of Action of the Global Forum on Agricultural Research (GFAR) was adopted by CGIAR members in Washington, DC. The Plan of Action provided a framework for mobilizing the world's scientific community in support of global agricultural research to achieve food security, alleviate poverty and ensure the sustainable use of natural resources. It was within this framework that the NARS Steering Committee secretariat was established in 1998. Hosted by FAO, as a distinct unit attached to the Office of the Director of the Research Extension and Training Division in the SD Department, the secretariat's main function is to strengthen the regional and subregional fora of NARS and to promote partnerships among NARS and other stakeholders in GFAR.

#### Strengthening cooperation with development banks and financing institutions

FAO has also taken steps to strengthen its coordination and cooperation with international partners so as to ensure the continued implementation of its programmes despite the prevailing environment of budgetary constraints. Since 1994, the Organization's joint activities with multilateral financing institutions have tel to increased Joans for agriculture.

The Organization's focal point for such interaction is the Investment Centre Division (TCI), which currently has cooperative agreements with 20 of these institutions. With the requisite support from other technical divisions within FAO, TCI assists developing and transition countries in the formulation of investment projects that will attract external financing. Currently, FAO investment support work is running at a high level: about 43 percent of commitments to agriculture and rural development by the World Bank and the International Development Association (IDA) - amounting to more than US\$1 billion per annum - are to projects formulated by TCL In addition, about 30 percent of IFAD's projects and a number of the agricultural projects financed by the

European Bank for Reconstruction and Development (EBRD) and other regional development banks are prepared by TCI.

To enhance such collaboration further, staff members have been outposted from TCI to some of its partner financing institutions, including the World Bank, the AfDB, the AsDB and the IDB. A similar arrangement is foreseen with the ISDB.

As a result of strengthened relations since 1994 the AsDR has contributed some US\$3 million to cofinanced project preparation by TCI. Of the nine projects prepared by TCI for the AsDB, six have already been approved for a total amount of more than US\$330 million. Under its new president, the AsDB is planning to refocus all its activities around poverty reduction. Future collaboration with FAO will consequently cover related areas, in particular food security. The AsDB has already provided financing for the SPFS in Nepal, and cooperation in support of food security, particularly in relation to the SPFS. is likely to increase.

Cooperation with the EBRD has also been strengthened significantly. Relations between FAO and the EBRD were formalized in March 1994, with the signature of a menorandum of understanding which defined the nature of joint activities to be undertaken; namely assistance to countries in transition in the identification, formulation and supervision

#### Investment generated with TCI support since 1994

Year	No. of projects	Total Investments	External loans/ grants (as a share of total investments)	
		(US\$ million)		
1994	24	2 083.90	1 092.72	
1995	31	3 392.00	2 026.71	
1996	43	2 492.74	1 509.24	
1997	45	2 940.52	1 966.92	
1998	44	3 059.58	2 192.59	
1999	32	1 612.55	1 017.43	

of investment projects and in investmentrelated sectoral reviews in the agribusiness sector.

The memorandum of understanding also put forward cost-sharing arrangements whereby FAO and the EBRD agreed to bear. respectively, 30 and 70 percent of missionrelated expenses. Cooperation between the two was facilitated further when a more detailed framework agreement was signed in October 1997. This agreement had an original duration of two years and a ceiling of US\$700,000. In less than two years, the full amount stipulated under the framework agreement had been utilized, with 18 assignments undertaken in nine of the countries in which the EBRD operates. Since the inception of the cooperation programme, the EBRD Board has approved six FAO-formulated projects for total costs amounting to US\$169.7 million. In October 1999, the EBRD's Technical Cooperation Committee decided to extend the framework agreement by another

two years, increasing the ceiling to US\$975 000.

#### CREATION OF LIAISON OFFICES IN JAPAN AND BELGIUM

With a view to reinforcing its cooperation with the Government of Japan - one of its major contributors - and with international organizations based in that country, in 1996 FAO established a Liaison Office in Yokohama. This office also facilitates communication and cooperation with academic, public and non-governmental institutions in Japan. Similarly, in the same year, EAO established the Liaison Office with the European Union and Belgium. based in Brussels, to serve as an interface between the Organization and the EC. The two offices provide information, establish relevant contacts and strengthen the support of donor countries and institutions for FAO's activities and programmes. •

## Innovative approaches

## THE WORLD FOOD SUMMIT AND ITS FOLLOW-UP

The process of identifying the priorities and needs of Member Anitons — a vital stage in FAO's reform process — was given a major boost by the World Food Summi, which reinforced the emphasis on world food security. Held in November 1996, the Summi was attended by representatives of 180 Scounties and the EC, including or Covernous Cove

event, which delivered a fundamental message: although hundreds of millions of people around the world still suffer from hunger and malnutrition, world food security is an achievable goal.

secturity is an active-loose goal. The Summits the conceptual, political and technical bluegrint for orgoing efforts to endiace hunger in all countries, with the immediate goal of halving the number of outdemourshed people by no father than of outdemourshed people by no father than following period was to ensure that the measures set out in the Plan of Action were translated into practical actions aimed at reaching or perfectably, surpassing the Summits target. FAO has since undertaken a series of concrete follow-up measures:



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#### The seven commitments of the World Food Summit

- We will ensure an enabling political, social, and economic environment designed to create the best conditions for the eradication of poverty and for durable peace, based on full and equal participation of women and men, which is most conducive to achieving sustainable food security for all.
- We will implement policies aimed at eradicating poverty and inequality and improving physical and economic access by all, at all times, to sufficient, nutritionally adequate and safe food and its effective utilization.
- 3. We will pursue participatory and sustainable food, agriculture, fitheries, forestry and rural development policies and practices in high and low potential areas, which are essential to adequate and reliable food supplies at the household, national, regional and global levels, and combat peets, drought and desertification, considering the multi-functional character of articulture.
  - We will strive to ensure that food, agricultural trade and overall trade policies are conducive to fostering food security for all through a fair and market-oriented world trade system.
  - We will endeavour to prevent and be prepared for natural disasters and man-made emergencies and to meet transitory and emergency food requirements in ways that encourage recovery, rehabilitation, development and a capacity to satisfy future needs.
- 6. We will promote optimal allocation and use of public and private investments to foster human resources, sustainable food, agriculture, fisheries and forestry systems, and rural development, in high and low potential areas.
- We will implement, monitor, and follow-up this Plan of Action at all levels in cooperation with the international community.

FAO and UN Members interested in participating in its work - was charged with guiding the preparation of texts for the World Food Summit. The Rome Declaration on World Food Security and the World Food Summit Plan of Action are products of the Committee's work. The Summit subsequently entrusted the CFS with the responsibility for monitoring and reporting on implementation of the Plan of Action. The CFS has since met four times to discuss, among other things, procedures for handling the follow-up process and to receive reports on implementation. It is also responsible for monitoring progress in the development of the Food Insecurity and Vulnerability Information Mapping System (FIVIMS), which is called for in the Plan of Action.

Preparation of national agricultural development strategies - horizon 2010. In close collaboration with Member Nations. 150 strategies for agricultural development have been prepared for developing countries and countries in transition. The aim of these strategies is to provide a long-term perspective for government action in the agricultural sector as well as an objective framework for dialogue between the countries and development partners regarding priorities for technical and financial assistance up to 2010, Many countries have approved these strategies. which have then been submitted to the donor community as a basis for mobilizing resources for country-level implementation of the World Food Summit Plan of Action.

Preparation of regional strategies and programmes for agricultural development and food security. Recognizing that national strategies needed to be harmonized within a fannework of regional agricultural development strategies, FAO, in cooperation with regional economic groupings, has integrated the national strategy papers of countries belonging to the major integrowermental organizations. The resulting documents synthesize the major integrowermental organizations. The resulting documents synthesize the major integrowermental organizations and identify common problems and issues related to agricultural protection, access and trade up

to 2010 as well as the lines of action required at the regional and subregional levels. As with the national strategy papers, these documents also assess the investment needs of the agricultural sector.

Launching of the Food Insecurity and Wulnerability Information and Mapping System, FIVMS received full support from the FAO Conference in 1997 and is gradually being developed in collaboration with other UN agencies, national institutions and NCOs. The system is being established at the national and international levels, building on existing information systems and mechanisms. By supporting development of national information

ACC network on rural development and food security

Countries with Thematic Groups on Rural Development and Food Security

#### Africa (27)

Angola, Benin, Burkina Faso, Burundi, Cape Verde, Central African Republic, Côte d'Ivoire, Democritic Republic of the Congo, Eritrea, Ethiopia, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Liberia, Malawi, Mauritania, Mozambique, Namibia, Nigeria, Rwanda, Senegal, South Africa, United Republic of Tanzania, Zambia, Zimbabwe

#### Asia (15)

Bangladesh, Bhutan, Cambodia, China, India, Maldives, Mongolia, Myanmar, Nepal, Pakistan, Philippines, Samoa, Sri Lanka, Thailand, Viet Nam

Latin America and the Caribbean (13) Bolivia, Chile, Dominican Republic, Ecuador, El Salvador, Guatemala, Halti, Honduras, Nicaragua, Peru, Trinidad and Tobago, Uruguay, Venezuela

Near East (9) Algeria, Egypt, Jordan, Lebanon, Morocco, Syrian Arab Republic, Tunisia, Turkey, Yemen systems and raising the awareness of policy-makers and civil society of food insecurity and vulnerability, the FPUMS initiative is expected to result in improved policy formulation; improved programme management; better design and targeting of interventions; and more effective interventions and more effective interventions.

Publication of The State of Food Insecurity in the World. As a means of reporting on the state of global food insecurity, in 1999 the Organization published the first edition of a report that documents the number of undernourished people in both developing and developed countries. The first report noted that the number of undernourished people in the developing world declined by 40 million between 1990-92 and 1995-97. However, the report emphasized that, to achieve the World Food Summit goal of halving the number of undernourished people to 400 million by 2015, reductions would have to be accelerated significantly, from the present 8 million to 20 million fewer undernourished people each year.

Establishment of the ACC Network on Rural Development and Food Security. To ensure appropriate interagency coordination of World Food Summit follow-up at the field level, the ACC Network on Rural Development and Food Security was established in April 1997. Jointly managed by FAO and IFAD, in close collaboration with WEP the Network involves a two-tiered informal mechanism: at the country level. Thematic Groups on Rural Development and Food Security operate within the UN Resident Coordinator system; and at the headquarters level, a network of interested organizations supports the country-level groups. The overall Network currently includes 20 UN organizations that support and participate in country-focused Thematic Groups, Comprising concerned partner organizations (including UN agencies, national institutions, bilateral donors and civil society organizations), the

#### THE GENDER ISSUE

At its 28th Seasion in October 1995, the
AC Onference adopted the revised FAO
Conference Application of Development
(1994-2001). The Dan requires that IFAO
Interest and Interest and Interest and Interest Application
Interest's its efforts to assist Member Nations
in improving the cole and status of trust
women. It also stipulates that the
integration of women in agricultural and
rural development should be a continuing
consideration in the formulation,
implementation and evaluation of
programmers and protects.

In further recognition of women's crucial role in agriculture, FAO convened the High-Level Consultation on Rural Women and Information in October 1999. The

implementation of gender-responsive development policies. At the same time, the occasion permitted an exchange of views on a strategy for action for the production and improvement of information on rural women's contribution to the economy, and on the methods and means for this information to be widely disseminated, particularly among policy-makers. The strategy for action was considered

during the meeting and was recognized as a useful and important tool with which Member Nations could improve the gendersensitivity of their programmes. It was nevertheless recognized that there is a need to formulate short-, medium- and long-term strategies so that the information gathered reaches decision-makers and planners while, at the same time, sensitizing public opinion. The findings of the Consultation will be examined in 2000 during the midterm review of the implementation of the Platform for Action of the Fourth World Conference on Women, held in Reijing in September 1995. They will also serve, in 2001, to formulate the revised FAO Plan of Action for Women in Development.

# ganaa O saak

The main asm of the Consultation was to pr gender-responsive development policies

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Consultation was organized to naive wavareness of the need to collect and disseminate information on the central rol disseminate information on the central rol of women in agricultural and rural development, and consequently to improve policy and decision-making processes to achieve sustainable herbildooks and food subseried discrimination. By bringing bugsher the relevant policy and decision-makes, planners and researches and development agents, the Consultation aimed to encourage the Comultation aimed to encourage the Comultation aimed to menurage the co

#### SMALL ISLAND DEVELOPING STATES

In line with the UN's efforts to address the particular needs of Small Island Developing States (SIDS), the FAO Conference in 1997 stressed the need to recognize the constraints faced by these countries and invited the Organization to consider the possibility of organizing an International Conference on Agriculture in SIDS as part of follow-up to the World Food Summit. In 1998, the 115th Session of the FAO Council reiterated the call for special attention to SIDS and appealed to donors for generous support to the planned conference. As stated in Commitment Three of the World Food Summit Plan of Action, "Small Island, Developing States face the threat of land loss and erosion due to climate changes and sea level rises and have particular needs for their overall sustainable development. Improvements in trade. transportation, communication, human

resources, stabilization of income and higher export earnings will increase food security in these countries."

The Special Ministerial Conference on Agriculture in Small Island Developing States was thus convened, at FAO headquarters in March 1999, with the objective of ideveloping a mission-specific plan of action consisting of programmes and projects and including the necessary funding mechanisms. The outcome was a Ministerial Declaration and the Plan of Action on Agriculture in SIDS, which are of substantial programmes and projects and including the Plan of Station on Agriculture in SIDS, which are of substantial beginning that the Plan of substantial beginning that the Plan of substantial beginning that the Plan of substantial pagin cultural development in these states as part follow-up to the World Food Summit. Actions and policies are particularly designed to:

- prepare SIDS for participation in multilateral trade negotiations on agriculture, with a focus on the impact of such negotiations on agricultural trade, and on the future role that regional trade arrangements involving SIDS will have in mutual trading
- systems;
   develop priority programmes for sustainable, intensified and diversified agricultural production, including forestry and fisheries;
- address problems related to natural resource management and protection of the environment.

#### TELEFOOD AND SPECIAL FUND PROJECTS

In accordance with the World Food Summit Plan of Action's Call to mobilize civil society, in 1997 FAO launched TeleFood, a major international event involving a variety of media and fund-raising events at the global, regional and national levels, including a concert televised around the world. TeleFood takes place in connection with World Food Day, which is observed each year on 16 October, the day FAO was founded in 1945.

The main aims of TeleFood are to raise public awareness of world hunger and food security issues and to mobilize resources for a large number of small projects that



FAO TeleFood projects provide basic inputs such as small animals, seeds and tools for food production

help poor farmers, herders, foresters and fishers – particularly women – improve their production and marketing of food as well as access to it.

In the first three years of the campaign, it is estimated that approximately 500 million people around the world viewed TeleFood and related programmes and approximately US\$6 million were collected. FAO Conference Resolution 3/97 approved the Director-General's decision to allocate the proceeds of TeleFood, in their entirety, to financing practical, grassroots projects. All donations collected are therefore used exclusively to finance TeleFood Special Fund projects, with no money diverted for administrative costs, external expertise, training or meetings. These microprojects require up to US\$10 000 each for the procurement of tools, inputs and other essential supplies. Many of the projects also generate income, providing beneficiaries with much-needed cash to pay for health care, housing, education and other essentials

By the end of 1999, more than 500 Telefood microprojects had been approved in more than 100 countries. Activities include small-scale water harvesting, irrigation and drainage schemes; protection from droughts and floods; intensitying plant, small animal and fish production with environmentally sale technologies; introducing a diversity of farming approaches that allow increased productivity; and sustainable agricultural and rural development projects.

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Developments experienced over the past 50 years, together with the evolving role of government and non-governmental institutions in modern society, have revealed the need for intergovernmental organizations to entil the cooperation and support of the broad range of years of the properties of the society, in recognition of this situation, the World Food Summer Plan of Action called on governments to launch national Food for World Food Summer Plan of Action called on governments with the world society and their resources to help implement the necessary measures for achieving world food security.

Closer relations with NGOs and other civil society organizations

While FAO has a long tradition of cooperation with NGOs and other civil society organizations (CSOs), its partnerships needed to be reaffirmed and undated. The establishment of the Unit for Cooperation with Private Sector and NGOs within the TC Department in 1994 was a first step in this direction. Subsequently, FAO's cooperation with NGOs and other CSOs was thoroughly reviewed in consultation with external partners and with FAO's headquarters units and decentralized offices. Since the review and resulting FAO Policy and Strategy for Cooperation with Non-Governmental and Civil Society Organizations, the exchange of information has increased, further facilitated by the development of electronic communications, which has stimulated input from NGOs and CSOs to discussions on topics ranging from the sustainability of agriculture to recent experiences in land reform. FAO is increasing its contribution to capacity building of CSOs to help them take on new roles in the provision of services and to participate in policy formulation. Successful results have been obtained in initial joint efforts in resource mobilization, including the involvement of

Rotary International in the funding of TeleFood projects in various countries.

Encouraging private sector participation in FAO programmes

Studies conducted by FAO for the World Food Summit clearly indicated that the private sector could make a substantive contribution - in terms of technologies, systems and skills - to the attainment of food security goals. As a result, the Organization endorsed a policy of expanded cooperation with the private sector, the aim being to foster partnerships with private institutions to stimulate and support collaborative activities that will enhance FAO's effectiveness. These collaborative agreements adhere to a set of principles, which are based on legal, ethical and operational criteria and which ensure, inter alia, that cooperation conforms to EAO's mandate: is fully transparent; promotes economic, environmental and social sustainability: and provides for the full accountability of all partners concerned. Specific protocols embodying these principles are included in partnership initiatives when these involve individual enterprises that do not have official relations with the Organization.

Involving the private sector in the World Food Summit process was, in itself, a challenge, requiring the rapid updating and coordination of the Organization's widespread relations with trade and business associations, However, FAO managed to bring these organizations together at its headquarters for the first time in 30 years, and they made valuable contributions to the Summit's documentation and debate. The International Agri-Food Network (IAFN), which grew out of the Summit process and comprises the major agribusiness associations, will continue to cooperate with FAO as a global private industry network. Since 1996, FAO's policy regarding the private sector has evolved with a view to attracting increased private sector participation in all programmes involving partnership activities.

#### Creating an enabling environment: interparliamentary action

While the commitments of the World Food Summit were made by governments on behalf of states, they can only be honoured if parliaments and their members are fully involved in the implementation process. Combating food insecutiry requires resolute and everyday action by parliaments, whose

Interparliamentary Conference on Attaining the World Food Summit's Objectives through a Sustainable Development Strategy

In order to ensure food security for all and the practical realization of the right to food, the Conference recommended (in its Final Document, para. 47) that the following measures be adopted by parliaments and their members in each country:

 Establish specific mechanisms to facilitate a systematic and coordinated follow-up at the parliamentary level of the commitments undertaken by States at the various world summits organized by the United Nations system in the last decade of this century, including the 1996 World Food Summit:

 Harmonize existing laws and, as appropriate, adopt new legislation so as to develop a comprehensive legislative framework conducive to achieving food security for all;

 Utilize fully the parliamentary oversight function with a view to ensuring governmental compliance with the commitments undertaken at the World Food Summit;

 Work towards the establishment of national food security councils with representation from relevant governmental agencies, civil society, academia and the research community, the media and other groups;

 Hold a parliamentary debate on food security issues every year on 16 October, World Food Day. role is to provide the necessary legislative framework. Parliaments are also required to adopt the national budget and to allocate resources to agriculture and other sectors that are essential to the achievement of food security, while also monitoring their efficient use.

During the World Food Summit, the Italian Parliament invited parliamentarians from around the world to meet in Rome for a Parliamentarians' Day, organized by the Inter-Parliamentary Union (IPU). In their Declaration, the parliamentarians committed themselves to promoting the implementation of the World Food Summit Plan of Action within their respective parliaments and requested IPU to set up, in cooperation with FAO, a mechanism to monitor the parliamentary-level implementation of the Summit's commitments. To identify priority actions to be taken by parliaments and by the IPU, the IPU Conference and Council subsequently convened a specialized interparliamentary conference in Rome from 29 November to 2 December 1998.

#### CORPORATE COMMUNICATION POLICY AND STRATEGY, INCLUDING WAICENT

An important element in the reform of FAO was the development of a more coherent. approach to communication, through the formulation and implementation of the Corporate Communication Policy and Strategy and the replacement of the former Publications Committee with the Corporate Communication Committee (see the section Coordination, p. 20). The policy aims at ensuring the consistency of the Organization's messages and the quality of its information products. In particular, it addresses the changes introduced as a result of the new communication technologies which, among other things, provide an opportunity for decentralizing the production and dissemination of information. It also enourages technical departments to draw on the specific skills of FAO's Information Division in the planning and production of information products that

will deliver key messages effectively to the intended audiences.

The Organization is now well into the implemention of the policy and strategy. The technical departments have participated in a planning process that covers the full range of information activities and products - print publications and brochures, CD-ROMs, Web sites, multimedia presentations and exhibits. radio programmes, videos and media liaison and other outreach activities. A parallel process has taken place in Regional and Subregional Offices, which are responsible for all communication activities within their geographical areas. In addition to communicating regularly with governments, technical counterparts, media and NGOs, these offices also distribute corporate information materials and produce their own materials or repackage

information to cater for local needs and audiences. Plans for communication activities undertaken by FAOS offices are prepared in consultation with the Regional Information Officers and constitute an important input to the regional and corporate communication blans.

With regard to the media itself, there have been frequent and improved relations with the Organization. By the end of 1999, the Director General had granted 200 interviews and press conferences at beadquarters and another 170 in the field. In September 1999, the Presidents of Serregal and Cole of Hower inaugurated the serregal and Cole of Hower inaugurated with the control of th

## Enhancing efficiency and transparency

#### GOVERNING BODIES

In November 1993, the FAO Conference requested the newly elected Direction General to review the working methods of the Conference. The first outcome of the Finds rought of the Conference. Tailotinally, Conference sessions had been relatively long, lasting between 19 and 25 days, As one of severe measures aimed at improving the efficiency of the sessions, the Director-General proposed that their duration should not exceed two weeks, and that their agenda should contain only those matters that

opposed to the Council.
In approving the proposals in November 1994, the Council stressed that this first step should be viewed as only part of a continuing process to improve the governing bodies' cost efficiency and effectiveness. Significantly, the 1995 session

of the Conference lasted only 12 days and the 1997 session 11 days.

In 1995, the Council decided that a standing item on achieving savings and efficiency in governance should be included on the agenda of Joint Meetings of the Programme and Finance Committees and agreed that the next step should be a review of all FAO statutory bodies and panels of experts, the number of which had increased considerably over the years. To eliminate obsolete statutory bodies and ensure more task-oriented and time-bound working arrangements for those remaining. a small contact group (which consulted the regional groups of Permanent Representatives), thoroughly examined the work of the bodies concerned. At its 1997 session, the Conference decided to:

 abolish 14 commissions and committees and two panels of experts, and also recommend that these statutory bodies abolish 68 of their subsidiary bodies;
 request the Director-General to consult



with other organizations with a view to securing alternative arrangements for, or the abolition of, 15 other commissions, committees or panels that had been established jointly with other organizations; and

 recommend to the Codex Alimentarius that it should continue its review of the usefulness of nine of its subsidiary

bodies. The 1997 Conference also called on the members of regional bodies set up under Article XIV of FAO's Constitution to provide such bodies, where appropriate, with their own financial resources - either through cooperative programmes or other voluntary contributions, or through the establishment of autonomous budgets financed from mandatory contributions. Two years after this Conference resolution, about 100 commissions, committees, panels and working parties had been abolished. Additional suggestions to improve the work methods of the Conference further will be considered by the 83rd session of the Programme Committee in November 2000.

#### INCREASED RECOURSE TO EXTERNAL EXPERTISE

Since taking office, the Director-General has established a general policy of making systematic recourse to external, independent expensifies for review, evaluation and advice. At the cousted of his mandate, he requested three high-level external experts to assist him in identifying measures to make the Organization more effective. As a result, broad-based measures were recommended to shape the orientations and structures of the Organization and proposed by the Director-General to the 106th Session of the Council in June 1994 for approval.

Subsequently, panels of high-level expers were set up to provide independent policy and strategic advice on FAO's response to the evolving challenges in its fields of activity. Thus, world-enowned external experts and specialists were invited to participate in high-level panels for:

\* the Foresty Department!

- . the Fisheries Department:
- · the Economic and Social Department;
- the Sustainable Development Department;
   the Special Programme for Food
- Security; and
  Civil Society Involvement in Follow-up

to the World Food Summit. These panels, in the spirit of peer review, analyzed the framework of policies, programmes and procedures in their respective sectors and submitted recommendations on how FAO could engage more effectively in the global adulapou or natestal sause. While the panels initially reported directly to the protect of central, it have deregardered and allow for greater interaction with Member Nations, the recommendations of the panels should be drawn to the attention of the governing bodies concerned.

Recourse to external expertise has also been applied in other key areas of the Organization's work, Following the restructuring of all departments, the Director-General instructed that the Administration and Finance (AF) Department be reviewed further to ensure that its management and organizational structure was fully aligned with FAO's current and future requirements and to identify areas for improvement in efficiency and quality of service. The management consultants Coopers and Lybrand were hired to carry out the review and, in addition, external consultants (Montage IT Service, Canada) were asked to support the implementation of the Oracle financial system. The organizational changes recommended for the AF Department have now been made, and installation of the Oracle system has essentially been completed, with its deployment to departmental and divisional budget holders throughout the house under way. Parallel to the review of the AF Department, external advice was sought regarding a management review to determine the appropriate staffing levels and grade structure of the Organization. The follow-up to the grade structure review will be a long-term undertaking, building on past and present

efforts to rationalize the grade structure for Professional staff and to lower the ratio of General Service to Professional posts.

The Conference, the Council and the Programme Committee have underlined the importance of evaluation both as a means of accountability and as a tool for learning lessons for future improvement. As a consequence, consultations have been extended to include external expertise for in-depth evaluative assessments of selected programmes and activities. Specialist consultants were engaged for the thematic review of participatory approaches as well as the thematic evaluation of TCP food quality control projects. The reports produced were then commented on by external peer reviewers and, in the case of the Programme on Agricultural Support Systems, external specialists reviewed the draft report with the programme staff concerned

One other area where external advice is consistently sought is in the management of the Organization's investments. At its 24th session in May 1998, one of the recommendations of the Advisory Committee on Investments was to combine the former internal Credit and Investment Committees to form a single Investment Committee. The responsibilities of the new Committee are to: manage short- and longterm assets: to advise on investment policies for each distinct pool of assets: formulate strategies for each pool of assets - including the mix of external and internal management, the number and type of external managers and the benchmarks for such managers as well as appropriate investments and the currency composition of such investments: and advise on credit risk policy and specific treasury hedging and borrowing transactions.

#### REPLACEMENT OF ADMINISTRATIVE AND ACCOUNTING SYSTEMS

One major project in the improvement and streamlining of FAO's administrative and financial control procedures is the replacement of the custom-made, mainframe-based FINSYS/PERSYS administrative and accounting systems, which have proved inadequate, with a modular system based on Oracle and other software packages.

The new system has been designed to streamline administrative procedures and reduce the cost of administration and financial control. It is based on a modern philosophy of budget accounting, which requires line managers, i.e. the budget holders, to be fully accountable for the use of funds allocated for their projects and programmes. It also improves the productivity and efficiency of transaction processing and the flow of financial information. The system is being implemented in two phases; the first, covering the financial stream, became operational in May 1999 following the initial revision of the financial. administrative and operational manuals in 1998 and 1999: the second, to replace PERSYS and the Payroll component of FINSYS, is to be implemented later. A thorough evaluation of administrative procedures, functions and tasks is foreseen after the new system has been operational for some time.

#### MODERN OFFICE AND INFORMATION TECHNOLOGY

A key aspect of the reform process has been the widespread deployment of modern office and information technologies



The use of modern communication technologies has increased FAO's efficiency and enhanced its global outreach

throughout the Organization. This has required a considerable investment in terms of both human and financial resources, but it is essential for achieving efficient decentralization and improving the speed and quality of work at beadouarters.

Between 1994 and 1999, more than 3 000 new personal computers incorporating advanced workstations were deployed at backguarters. They are continuously ugstaded with the latest software and allow stiff members to work simultaneously with different applications around the production of the control of the new orkstations and applications was accompanied by a large-scale computer training programme for staff.

Similar developments have gradually been introduced in the equipment and communications of decentralized offices. and this has greatly improved the electronic exchange of information. Decentralized offices use software similar to that in use at headquarters and can access headquarters services and information through the Internet. The effect has been a radical improvement in the volume and quality of communication within the Organization as well as a reduction in the time taken to address critical issues. By May 1999, all Regional, Subregional, Liaison and FAOR offices had e-mail services, and all except 13 offices also had full Internet access and were thus able to use the FAO Internet site and access information through it. The few offices that continue to be without Internet access are handicapped either by the absence of a local service provider or by the poor quality of available providers.

In 1995, only a small number of the Permanent Representations to FAO had e-mail addresses that could be accessed by FAQ, which restricted the possibility of communicating information quickly and inexpensively to these Representations. Although a few countries were already me vime towards electronic communication, twe decided to assist developing

#### Donation of used computers

FAO's desktop computers are assumed to have a working life of four years. In 1988, a programme was instituted to donate machines that are still operable but not sufficiently powerful to run FAO's current standard software.

#### Distribution of used FAO computers as of December 1998

Receiving entity	No. of computers donated
Government entities and institutions	280
Permanent	
Representations in Rome	105
SPFS projects	30
TCP projects	150
Other FAO projects	379
TOTAL	944

countries by providing their Representations with a used computer, an e-mail address and access to the Internet through a local service provider. Training for a number of staff of the Permanent Representations and limited technical support were also provided. Thanks to these measures, Permanent Representations have ready access to all the information available on FAO's Web site and can receive and download documents electronically, with corresponding savings in time and money for both the Organization and the governments concerned. In addition, the facilities provided allow Permanent Representations to access other services through the Internet as well as full use of the e-mail service.

#### BUDGETARY FACTORS

The reform process has been implemented during a period of very tight financial constraints for the Organization. The approved Programme of Work and Budget for 1994-95, amounting to US\$673.1 million, was already a "no growth" budget, and it was subsequently reduced owing to a usubstantial shortfall both in the payment of assessed contributions and in the receipt of arraras, which were supposed to fund the budget for that biennium up to an amount of US\$38 million. Under the circumstances, there was no alternative but to reduce expenditure.

In the light of this negative experience, arising from the Organization's reliance on the payment of arrears for funding its budget, in 1995 the FAO Conference agreed to return to the normal financial practice of funding the budget only with assessed contributions for future biennia, not for the 1996-29 bennium, the Conference approved a budget of US\$650 million only, many contributions for future biennia, many companies of the property of the prop

For the 1998-99 biennium, the Conference approved a zero nominal budget of only US\$650 million, representing a reduction of 3.7 percent in real terms. This required a further costcutting exercise to protect priority activities.



expenditures.

The Programme of Work and Budget for the 2000-2001 binnium embodied the first attempt to apply an enhanced programming methodology to FAO's technical activities, a move endorsed by the Conference in 1997. Planned activities are now presented more clearly and in line with results-based budgeting principles, including a more precise definition of objectives, time frames and intended outcomes.

#### GAINING FROM EFFICIENCY

Given the above financial constraints, the pressing need to achieve savings naturally influenced the choices made in the reform process. This was not the only consideration in the search for greater effectiveness, as the major proposals for change had already been submitted to and approved by the Council in June 1994. It can be said, however, that the reform process and the need to identify savings were in fact mutually reinforcing.

Other savings have been achieved in a more indirect way or are difficult to estimate because the amount actually saved is dependent on a number of assumptions or external factors. This is particularly the case for the savings achieved by divisions or projects by substituting international consultants with TCD/TICT experts or with visiting or retired experts under the respective partnership programmers the

#### Selected cost-saving measures taken since the beginning of the reform process

Reform measure	Estimated saving per yea (US dollars)
Reduction of administrative and financial posts	(approx.) 3 million
Elimination of middle management positions	
(e.g. by abolishing posts of assistants to Department Heads or Division Directors)	(approx.) 4 million
Downgrading of vacant posts, where appropriate	
(in line with overall objective of improving the grade structure)	3 million
Replacement of internationally recruited programme staff in Country Offices by NPOs	S million
Reduction in overall number of General Service positions	
(partly as a result of office automation and outsourcing in selected areas)	10 million
Decentralization	
(servings particularly resulting from differences in General Service employment conditions	
between headquarters and most decentralized locations)	7 million
Reductions in travel costs	
(through non-endorsable tickets, etc. for duty travel – more than half of total savings –	
and reductions in volume and duration of travel through decentralization, greater use	
of technology and tighter controls)	11.9 million
New arrangements for production of documents and publications, including	
ootsourcing and remote translation	6 million
More advantageous tariffs for telecommunications obtained through international	
competitive bidding	2 million
Reduction in duration of governing bodies' meetings and in length of their documents	2 million

average monthly cost of an international consultant is at least brise that of experts employed under these arrangements. The number of experts recruited under these programmes has grown to more than 3 600. The fact that the number has increased significantly can be attributed to the growing conviction of Member Nations and institutions that there are benefits to be derived from the Organization's partnership programmes.

In order to reduce the financial commitments extending beyond the period covered by FAO's approved Programme of Work and Budget, a new policy was introduced in 1996 whereby staff members holding a fixed-term appointment and assigned to posts included in the programme would have their contracts extended up to the end of the biennium, unless there were specific reasons to consider a shorter extension. Besides contributing to sound financial management, this measure also facilitated the streamlining of procedures for the consideration of proposed extensions of fixed-term appointments, since all such proposals are prepared before the biennial Conference and decisions are taken as soon as the Programme of Work and Budget for the following biennium is approved. Staff members' basic benefits are also protected under the new system because contracts are normally extended for at least one year.

Other cost reductions have been made possible through the use of headquarters teleconferencing facilities, inaugurated at the end of 1996, for meetings with staff and/ or partners in other locations or for interviewing candidates for appointments. In 1996, 62 interviews were conducted using these facilities, at a total cost of USS 7 438. Had all the candidates been brought to headquarters, the Organization would have spent about USS 120 000 in travel costs.

Overall, the savings achieved through reform measures are estimated to be about US\$50 million per year, which corresponds to 15 percent of FAO's current annual budget of US\$325 million. It is evident that the reform process also incurred costs – for instance, through the transfer of about 100

staff members to a new duty station, the expansion or establishment of decentralized offices, the improvements in communication services and the procurement of computer hardware and necessary software. However, these are one-time costs, which have been quickly offset by the savings achieved, most of which are recurrent.

#### HUMAN RESOURCES

For a technical organization such as FAO, there is no doubt that its staff are its most valuable resource. The reform process, combined with the need to achieve substantial savings, has had a major impact on staff, who have had to face a period of uncertainty and increased pressure.



FAO's staff are undoubtedly its most valuable resource

However, by involving staff in the decision-making processes and through regular and open communication about the problems that have had to be resolved, the Organization has succeeded in mobilizing significant staff commitment to the reform. At the same time, it has taken the opportunity to begin the complex exercise of improving its personnel administration post-rices.

As a result of the abrupt reduction in the Organization's budget for the 1994-95 biennium, followed by the zero nominal growth budget for 1996-97, there was a global net reduction of S84 posts. However, as explained in the section Global impact of decentralization, p. 18, 756 posts (26 percent of the total) were abolished at headquarters while, in the Regional, Subregional and Liaison Offices, 172 posts were established. These changes, combined with several transfers of functions and posts between different headquarters units, meant that almost every post in the Organization was affected in some way by the restructuring and decentralization process. In addition, the functional statements and staffing levels of all units have been reviewed, as have the job description and classification of many posts. The result is an improved organizational and grading structure in which:

- · substantive and technical functions have been preserved to the maximum extent possible, following the guidance of the governing bodies - the net post reduction in the General Service was 512 compared with 72 posts in the Professional category, taking into account the creation of 65 NPO
- · the average grade has been reduced by the downgrading of vacant posts where appropriate, particularly at the highest levels of both Professional and General Service categories, and by the elimination of middle-level management positions.

#### Broadening geographic distribution

While the freeze on external recruitment is still in force for the General Service category at headquarters, except for temporary assistance or in cases when there are specific requirements that cannot he met by existing staff resources. recruitment in the Professional category had been resumed by the end of 1994. Since then, efforts have consistently been made to broaden the geographic distribution and improve the gender balance among staff members in the Professional and higher categories. A number of initiatives have been taken to identify suitable candidates from Member Nations that are either non-represented or seriously underrepresented, as well as to identify more women for consideration in the normal selection process. In doing so. the Organization has naturally continued to give paramount importance to securing the highest standards of professional and technical competence, and selection has been restricted to short-listed candidates judged suitable to fill the relevant posts. For the last 100 Professional staff appointments made by the Director-General, the order of preference recommended by the Professional Staff Selection Committee has

#### Distribution of budgeted Professional and higher category posts, before and after decentralization and restructuring

	Grade	January 1994	December 1999	Increase/decrease	Percentage change	
_	ADG and above	16	15	-1	-7.1	
	D-2	62	49	-13	-21.0	
	D-1	159	132	-27	-17.0	
	P-5	421	362	-59	-14.0	
	P-4	460	424	-36	-7.8	
	P-3 or NO-C	273	271	4	-1.5	
	P-2 or NO-B	76	81	+5	+6.6	
	P-1 or NO-A	0	61	+61	+100	

Including posts filled at the level of Deputy Director-General and ADG at personant Note: NO m National Officer

been followed in 80 percent of the cases, with internal staff being selected in 48 percent of the cases.

Good progress has been made in balancing geographic distribution: the proportion of non-represented Member Nations among the Professional stall dropped from 54 in January 1994 to 21 in November 1999. During the same period, the number of underrepresented Member Authoris left from 1 is 10. it should also be November 1993 and the end of November 1993. And the end of November 1999, FAO's membership increased from 160 to 180 countries and one member organization.

#### Balancing gender representation

While overall progress made with regard to gender balance in the Professional and higher categories has been less evident, there have nevertheless been noticeable improvements in specific areas. Since January 1994, the proportion of women has increased from 4 to 11 percent in the Director category and from 23 to 26.5 percent in the Professional category. There

is no doubt that further progress needs to be made, particularly in the decentralized offices. Do push the process forward, each department has been requested to establish is own target regarding the proportion of fernale staff members to be attained within a reasonable time farme. At the same time, the Organization has sert all Permanent the Organization has sert all Permanent soliciting fernale candidates for posts in the Professional and higher categories.

#### Streamlining recruitment

In 1988, a Task Force was established to review the selection and recruitment review the selection and recruitment procedures for Professional staff. The aim was to make these procedures more effective while continuing to ensure that staff are selected frough a competitive and transparent process. In the light of the recommendations made, a number of improvements have been introduced in order to shorten the recruitment time frames, particularly through appropriate vacancy management and forward planning, and procedures have consequently been strannlined.

#### Significant financial support for headquarters improvements since 1996

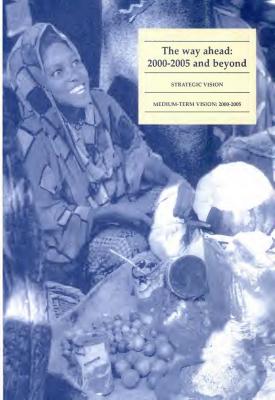
Spensor	Works funded
Gabon	Construction of the Espace Gabon
West African Economic and Monetary Union	Construction of UEMOA Club de la Presse
Italy	Renovation of the Green Room
India	Renovation of the India Room
Progetto Marmo/Veneto Region of Italy	Flooring of the Atrium
Canada	Renovation of the Canada Room
Malaysia	Renovation of the Malaysia Room
Indonesia	Renovation of the Indonesia Dining Room
Saudi Arabia	Upgrading of technical facilities in the King Faisal Room
Netherlands	Renovation and technical upgrading of the Queen Juliana Room
Austria	Renovation and technical upgrading of the Austria Room
Pakistan	Refurbishing and upgrading of facilities in the Pakistan Room

#### HEADOUARTERS PREMISES

Building on the momentum created by the World Food Summit, the active policy of seeking external sponsorship for headquarters modernization and improvements has continued. Many Member Nations have generously financed the renovation of existing nooms or the installation of facilities. Other rooms have been equipped with uppstaded technical facilities, such as new audiovisual and microphone systems.

Several other rooms will be built or renovated in 2000. Projects include the construction of a Conference Registration Centre, to be funded by the Government of Turkey, and improvements to the Japan Lounge, the Austria Room, the Nordic Lounge, the Georgia Room, the Mexico Room and the Cuba Room, to be funded by the respective governments. A new FAO Shop will also be built.

With generous support from the Coverment of Isla, major structural works have either been completed or are in progress, including the extension of the airconditioning system to all headquarters premises, the installation of a centralized power generation system, the upgrading of the electrical system in one headquarters building and the fencing of the FAO compound. Among the projects planned for the immediate future is the restructuring of the David Louis Memorial Library. •



### Strategic vision

The reform carried out by FAO since 1994 has provided a solid challenges of the new milliennium can be addressed. It has produced definite priorities, decentifized operations, modernized management and streamlined procedures, while also fostering recognition — among staff, Member Nations and procedures — that FAO can only a cheeke and flexibility to make reform an ongoing process.

Although the process of reform necessarily involved an examination of FAO's past practices and present problems, the need to build on existing strengths to address current and future challenges has

always been emphasized. At the same time as implementing structural and programme reform measures, the Organization undertook a major review to identify the challenges it would be facing and to map out appropriate strategies. The results of this review are synthesized in The Strategie Framework for FAO; 2000-2015, which was approved by the 30th session of the FAO Conference in November 1999 (see the section Planning, p. 19).

The Strategic Framework projects a clear vision of the direction to be taken by FAO up to 2015, including core objectives and an implementation programme. The mission spelled out for FAO is "to help build a food-secure world for present and future generations", which is



#### Corporate strategies to address the needs of Member Nations

- Contributing to the eradication of food insecurity and rural poverty
   Promoting, developing and reinforcing policy
- and regulatory frameworks for food, agriculture, fisheries and forestry
- Creating sustainable increases in the supply and availability of food and other products from the crop. livestock, fisheries and forestry sectors
   Supporting the conservation, improvement and sustainable use of natural resources for food and agriculture
- Improving decision-making through the provision of information and assessments and fostering of knowledge management for food and agriculture



fully consistent with the corporate focus that has guided the reform process. To accomplish its mission, FAO will focus on five strategies that address Members' needs.

These clearly defined strategies, which

are based on the principles of interdisciplinarity and partnership, reflect the reforms carried out by FAO since 1994 and set the Organization's agenda for action and continuing reform over the next 15 years. 49

## Medium-term vision: 2000-2005

## FOCUS ON PRIORITIES AND COMPARATIVE ADVANTAGES

Without excluding any of the priority areas identified in the Strategic Framework, FAO's activities in the medium term will focus on five main areas that represent the Organization's priorities and comparative advantages:

1) Special Programme for Food Security, FAO will work to extend both the geographical scope and the programmatic depth of the SPFS. Phase I activities will be extended to include all LIFDCs and to cover additional agro-ecological zones and programme components in countries where the SPFs is already operational. have already been achieved, steps will be taken to bunch Phase II. In addition, the Special Programme itself will be adjusted to address new challenges to national food security. As impaction from rural areas to towns and clites accelerates, for example, aggicultural activities in and around urban centres will play a crucial role providing food and income control to the control of the control

 Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases. The scope and impact of both the plant and animal activities carried out under EMPRES will be



increased. With well-established control operations in the central locust-breeding area around the Horn of Africa and the Arabian Peninsula, the Desert Locust component will expand on the pilot activities initiated in the Western Region (spanning the Sahelian and Mediterranean countries of North Africa) and in the Southwest Asian zone. Additional resources will also be dedicated to research on more environmentally benign methods of locust control, including the use of biological techniques. The Animal Disease component of EMPRES has set itself the goal of eradicating rinderpest completely by the year 2005.

- 3) Ensuring food quality and safety. In the future. FAO will undoubtedly be called on to play a greater role in responding to "crises" related to the quality and safety of food products and the impact of biotechnology and other new agricultural techniques, Various FAO units and bodies will serve as sources of scientifically based information and forafor evaluation, discussion and negotiation. Within their mandates, the appropriate bodies, such as the CGRFA and the FAO-WHO Codex Alimentarius Commission will prepare guidelines and codes of conduct and determine international standards and regulatory frameworks.
- 4) Promoting fair trade, As the liberalization of markets continues, FAO will redouble its efforts to help Member Nations and their farmers take advantage of the opportunities offered by globalization while avoiding the pitfalls. The Organization will apply its unparalleled experience in agricultural production and trade to improve the capacity of developing countries and countries in transition to participate effectively in the Millennium Round of multilateral trade negotiations. In addition, FAO's AG and SD Departments will implement programmes designed to help small farmers respond to the challenge of

- globalization by increasing productivity and incomes, improving farm-level economic analysis, planning and decision-making, and helping cooperatives compete and survive in global markets.
- 5) Supporting the conservation. improvement and sustainable use of natural resources for food and agriculture, FAO will continue to consider the conservation of natural resources as a top priority, with a particular emphasis on areas where its experience equips it to provide leadership and coordination for international efforts. The Organization will expand and strengthen its efforts in such areas as water quality and availability, plant and animal genetic resources, soil conservation and improvement, and integrated resource management systems.

#### APPLYING ADVANCED TOOLS FOR INCREASED IMPACT AND EFFICIENCY

During the next six years, through WAICENT, FAO will expand the use of Internet technologies to provide access to more information as well as to improved analytical tools. New tools for mapping and graphing data dynamically will allow WAICENT to present statistical and geographical information in numbers, words and images. New systems will promote the innovative use of information technologies to improve agricultural research, extension and education systems. In addition, both FI and FO Departments will launch new global information systems - FIGIS and the Forestry Information System - linking information and databases not only from FAO but from numerous other agencies and research institutes.

The effort to streamline administrative procedures will also continue, bringing with it the potential for increased efficiency and further reform. Plans for the medium-term future include the implementation of

an Enterprise Resource Planning functionally and a coporate Data (acceptance Data (see Data (acceptance Data (acceptance Data)) system, designal general information decision-making and reduce administrative costs. These are envisaged as component parts of an integrated support system that will include financial accounting and management; human resources management; programme planning; and budget preparation, work planning and implementation monitoring.

#### BROADENING PARTNERSHIPS AND ALLIANCES

An increased commitment to collaborative activities is emphasized both in The Strategic Framework for FAO: 2000-2015 and in the Organization's Medium-Term Plans. While continuing to strengthen its partnerships at the national and international levels, FAO will open and expand new relationships with subnational governments, with regional and national financing institutions, and with the private sector, NGOs and other CSOs, For example, FAO will reach beyond national governments to encourage policy dialogue and improve access to FAO technical meetings for municipal, provincial and regional governments, Similarly, while reinforcing relationships with international and regional financing institutions, FAO will establish and strengthen ties with such institutions at the subregional and national levels. In addition, FAO's recently established principles and guidelines for cooperation with the private sector will be put into practice, opening important new channels of communication and cooperation without compromising FAO's independence or neutrality.

Special attention will also be given to strengthening the links and potential for synergy among the UN family of organizations, particularly among the Rome-based organizations. The Organization will also lend its support to the UNDAF process, including the CCA, and to the World Bank's CDF initiative. FAO will contribute to the debx-reduction initiative and the development of a new vision of the relationships between sound monetary policy, economic growth, power reduction and social equily, initiated by the World Bank and the hierarchisal About Paul Hund (MP). It will help ensure that agriculture is given priority as an essential sector and that food security is the primary goal in powery alleviation measures initiated as part of debt-reduction agreements.

#### PERFECTING THE MANAGEMENT PROCESS

The Organization will continue sharpening its efforts to improve the management process, as set out in the section Modern management (p. 19).

Over the medium term, two key elements will be addressed:

- Planning and coordination, including new tools for defining time-bound objectives with clearly defined outputs and performance indicators; the introduction of a more comprehensive evaluation regime; and increased delegation of budget management responsibility to programme managers.
- Motivation, including the implementation of a human resources development action plan that fosters gender equality, promotes initiative and teamwork and defines accountability for human resource management.

By honing its strengths and Improving its work practices—including the use of technology—to facilitate collaboration with partners who share common objectives, FAO will continue to enhance its effectiveness as an agent for development. Moreover, by focusing on clear priorities and comparative advantages, as well as in solicitation of the properties of

## Acronyms

ACC Administrative Committee on Coordination (UN)

ADG

Assistant Director-General

Administration and Finance (Department)

African Development Bank AsDR.

Asian Development Bank

AG Agriculture (Department)

CCA Common Country Assessm

Corporate Communication Committee

Comprehensive Development Framework

CFS

Committee on World Food Security

Consultative Group on International Agricultural Research

CGRFA Commission on Genetic Resources for Food and

Agriculture COFO

Committee on Forestry

**CPGR** 

Commission on Plant Genetic Resources (superseded by CGRFA)

civil society organization

DFID

Department for International Development (UK)

EBRD

European Bank for Reconstruction and Development

European Community

**Emergency Coordination Group** 

**EMPRES** 

**Emergency Prevention System for Transboundary** Animal and Plant Pests and Diseases

Economic and Social (Department)

Agriculture and Economic Development Analysis Division

E11

European Union

FAOR **FAO Representative** 

Fisheries (Department)

FIGIS

Fisheries Global Information System

Food Insecurity and Vulnerability Information

Mapping System

FO Forestry (Department)

Global Forum on Agricultural Research

General Fisheries Commission for the Mediterranean

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(superseded by IMTC) GII Information Division Interagency Task Force on Forests Global Rinderpest Eradication Programme LIFDC low-income food-deficit country International Agri-Food Network MRL maximum residue limit IARC International Agricultural Research Centre NARS National Agricultural Research Systems IDA International Development Association national forest programme Inter-American Development Bank NGO non-governmental organization International Fund for Agricultural Development NPO National Professional Officer Intergovernmental Forum on Forests Office for Coordination of Normative, Operational and Decentralized Activities International Monetary Fund **OCHA** Office for the Coordination of Humanitarian Affairs Information Management and Technology (UN) Committee ODA IOTO official development assistance Indian Ocean Tuna Commission Prior Informed Consent (Procedure) Intergovernmental Panel on Forests (superseded by IFF) PPAB Programme and Policy Advisory Board IPPC International Plant Protection Convention Programme and Project Review Committee IPU RECOFI Inter-Parliamentary Union Regional Committee on Fisheries Islamic Development Bank RFR

regional fishery body

ISPM

ISRC

International Standard for Phytosanitary Measures

Information System and Resources Committee

General Affairs and Information (Department)

Global Information and Early Warning System

GIEWS

SĐ Sustainable Development (Department)

SIDS Small Island Developing States

SOIF

Senior Officer Information Forum

SPES

Special Programme for Food Security

SPIC

Special Programme Implementation Committee

SPJC

Special Programme Joint Committee

SPPC Special Programme Policy Committee

Agreement on the Application of Sanitary and Phytosanitary Measures

TRT

Agreement on Technical Barriers to Trade

Technical Cooperation (Department)

Policy Assistance Division

technical cooperation among countries in transition

TCDC technical cooperation among developing countries

Unit for Cooperation with Private Sector and NGOs

TCI

Investment Centre Division

TCO TCP

Field Operations Division

Technical Cooperation Programme

TRIPS

Agreement on Trade-Related Aspects of Intellectual Property Rights

UNCED

United Nations Conference on Environment and

Development

United Nations Development Assistance Framework

UNDAF UNDP

United Nations Development Programme

UNEP

United Nations Environment Programme

UNFIR

United Nations Fund for International Partnerships

Office of the United Nations High Commissioner for Refugees

WAFMI West African Economic and Monetary Union

WAICENT World Agricultural Information Centre

WFP

World Food Programme

WHO

World Health Organization

World Trade Organization

## Reforming FAO INTO THE NEW MILLENNIUM

